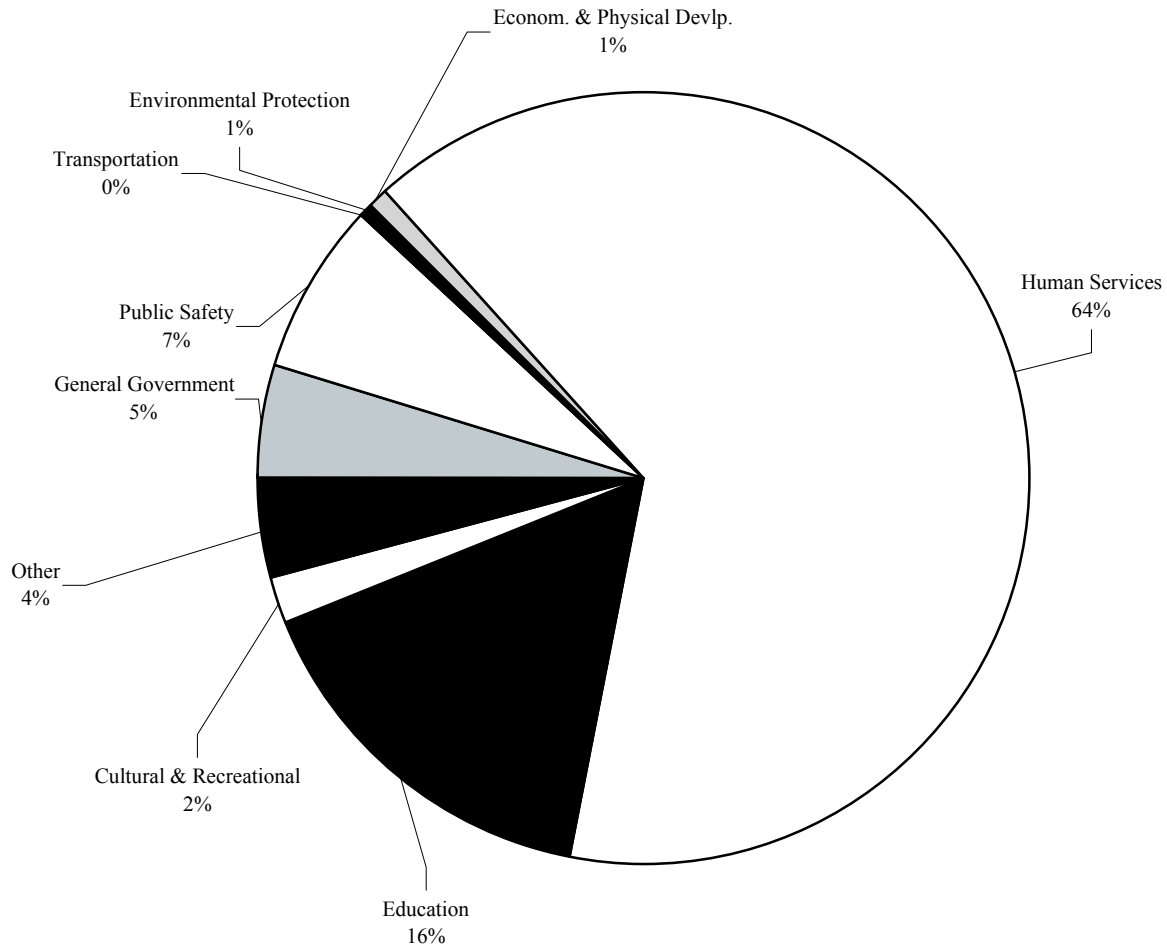


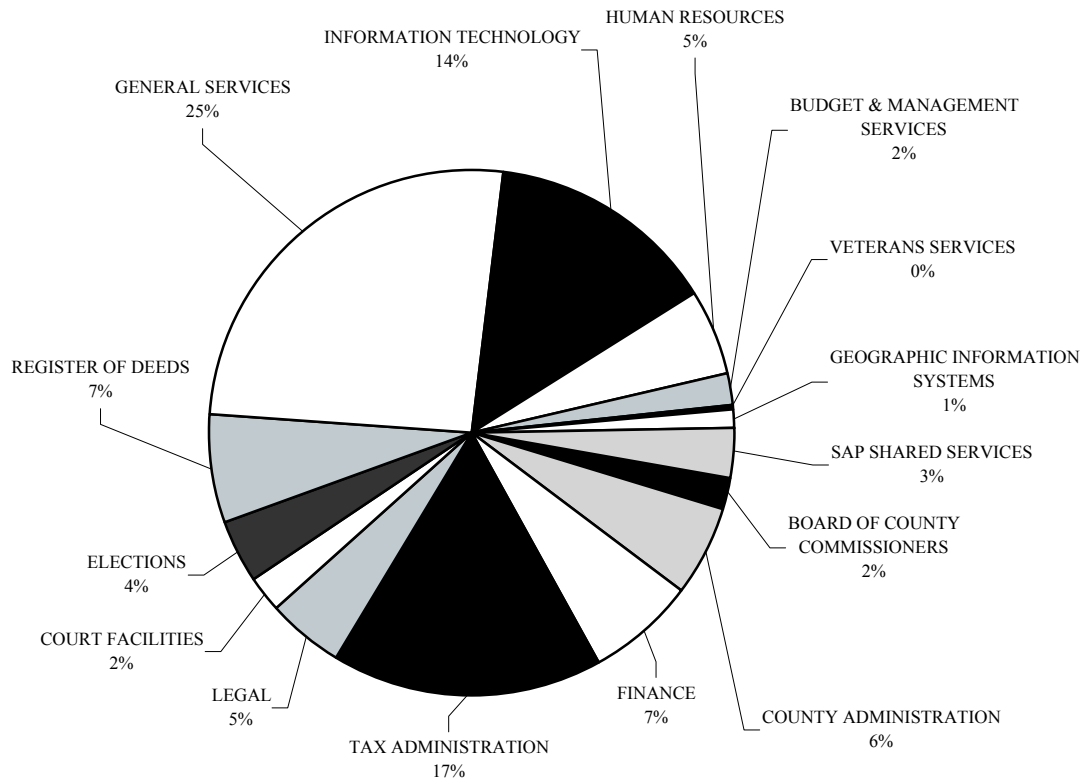
## General Fund Approved Budget



Functional area	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
General Government	\$ 24,294,149	\$ 27,906,398	\$ 26,546,727	\$ 34,983,394	\$30,988,093
Public Safety	\$ 41,347,741	\$ 46,774,860	\$ 43,727,108	\$ 49,055,495	\$46,101,830
Transportation	\$ 12,500	\$ 12,500	\$ 12,500	\$ 12,500	\$12,500
Environmental Protection	\$ 2,821,303	\$ 3,223,525	\$ 3,345,037	\$ 3,504,542	\$3,413,785
Econom. & Physical Devlp.	\$ 2,412,865	\$ 3,521,209	\$ 3,257,811	\$ 5,458,340	\$4,380,168
Human Services	\$ 343,835,117	\$ 391,013,234	\$ 368,784,026	\$ 425,560,168	\$414,917,246
Education	\$ 89,560,342	\$ 94,805,984	\$ 95,805,984	\$ 104,074,837	\$102,687,849
Cultural & Recreational	\$ 8,213,661	\$ 10,668,584	\$ 9,873,121	\$ 13,320,776	\$11,258,150
Other	\$ 3,609,796	\$ 6,197,528	\$ 23,187,544	\$ 25,656,024	\$27,483,401
<b>Overall Result</b>	<b>\$ 516,107,473</b>	<b>\$ 584,123,822</b>	<b>\$ 574,539,858</b>	<b>\$ 661,626,076</b>	<b>\$641,243,022</b>

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## General Government Approved Budget



Business area	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
BOARD OF COUNTY COMMISSIONERS	\$ 479,578	\$ 538,928	\$ 497,441	\$ 570,732	\$580,857
COUNTY ADMINISTRATION	\$ 1,045,388	\$ 1,523,484	\$ 1,153,550	\$ 1,927,892	\$1,716,793
FINANCE	\$ 1,873,220	\$ 2,157,406	\$ 2,053,995	\$ 2,376,393	\$2,102,684
TAX ADMINISTRATION	\$ 4,274,357	\$ 4,635,944	\$ 4,895,250	\$ 5,726,919	\$5,122,407
LEGAL	\$ 1,312,632	\$ 1,440,039	\$ 1,391,808	\$ 1,526,772	\$1,526,756
COURT FACILITIES	\$ 494,117	\$ 731,350	\$ 930,164	\$ 737,435	\$657,071
ELECTIONS	\$ 902,493	\$ 824,838	\$ 794,591	\$ 1,237,696	\$1,177,687
REGISTER OF DEEDS	\$ 1,379,030	\$ 1,514,674	\$ 1,407,477	\$ 1,841,609	\$2,068,971
GENERAL SERVICES	\$ 6,802,297	\$ 7,437,445	\$ 6,867,877	\$ 10,072,227	\$8,042,396
INFORMATION TECHNOLOGY	\$ 3,468,169	\$ 4,641,853	\$ 4,137,547	\$ 5,576,825	\$4,338,852
HUMAN RESOURCES	\$ 1,286,333	\$ 1,487,304	\$ 1,524,813	\$ 2,347,573	\$1,688,632
BUDGET & MANAGEMENT SERVICES	\$ 433,997	\$ 500,634	\$ 428,643	\$ 589,367	\$560,790
VETERANS SERVICES	\$ 62,841	\$ 78,725	\$ 69,799	\$ 78,964	\$78,963
GEOGRAPHIC INFORMATION SYSTEMS	\$ 479,698	\$ 393,772	\$ 393,772	\$ 372,990	\$372,990
SAP SHARED SERVICES	\$ 0	\$ 0	\$ 0	\$ 0	\$952,244
<b>Overall Result</b>	<b>\$ 24,294,149</b>	<b>\$ 27,906,398</b>	<b>\$ 26,546,727</b>	<b>\$ 34,983,394</b>	<b>\$30,988,093</b>

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# Board of County Commissioners

Fund: General

Functional Area: General Government

Business Area: 4110

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$270,519	\$290,558	\$288,076	\$311,433	\$321,565
Operating	\$209,058	\$248,370	\$209,365	\$259,299	\$259,292
<b>Total Expenditures</b>	<b>\$479,578</b>	<b>\$538,928</b>	<b>\$497,441</b>	<b>\$570,732</b>	<b>\$580,857</b>
▽ <i>Revenues</i>					
Service Charges	\$78	\$2,000	\$0	\$2,000	\$2,000
<b>Total Revenues</b>	<b>\$78</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Net Expenditures</b>	<b>\$479,500</b>	<b>\$536,928</b>	<b>\$497,441</b>	<b>\$568,732</b>	<b>\$578,857</b>
FTEs	3.00	3.00	3.00	3.00	3.00

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# BOARD OF COUNTY COMMISSIONERS

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## MISSION

The mission of Durham County government is to enhance the quality of life for its citizens by providing education; safety and security; health and human services; economic development; and cultural and recreational resources.

## PROGRAM DESCRIPTION

The Durham County Board of Commissioners is the County's legislative and policy making body, consisting of five members serving four-year terms. The Board is elected at large by a countywide election in November of even-number years. Major duties include the adoption of the annual budget, establishment of the annual tax rate, appointment of various officials, enactment of policies concerning the operation of the County, and enactment of local ordinances. The Board also has authority to call bond referendums.

## 2006-2007 ACCOMPLISHMENTS

- Quintiles Transnational Corporation announced the expansion of its global headquarters and drug development operations in Durham County, doubling the current workforce by adding 1,000 more jobs over the next five years. Other expansions included Eisai, Inc. and Merck. These improvements along with new firms such as United Therapeutics, Parata Systems, and Steifel Research Institute have helped round out significant growth in the biotechnology cluster during the year.
- A banner year for economic growth was realized with the total number of new jobs announced during the year at 2,902 with \$415 million in capital investment.
- The Tax Office had another stellar year of service, posting its **highest tax collection rate to date**, 98.5% (the 4<sup>th</sup> highest in NC).
- The Tax Office made significant renovations to its website, making it more user-friendly. Residents may now pay their tax bills online via check or credit card with a convenience fee and also add multiple bills to a "shopping cart" and pay them all at one time.
- The BOCC unanimously approved the FY07 budget without a tax increase, holding the countywide tax rate at 80.9 cents. The County was able to lower its tax ranking from 5<sup>th</sup> to 19<sup>th</sup> according to a survey of the state's 100 counties.
- The Sheriff's Office implemented the "Truancy Hotline" which seeks the public's assistance in reporting children that should be attending school. Two numbers are publicized to allow citizens to call and speak directly to an officer. Durham Public Schools has placed special emphasis on attendance and works collaboratively with two of our full-time deputies assigned to investigate truanies.
- The Fingerprinting project included the addition of a modular facility to the Durham County Detention Center. This allows law enforcement agencies to fingerprint misdemeanants, in addition to those persons charged with felonies. The number of persons being fingerprinted since July has grown substantially and more crimes are being solved through better information.
- Durham County protected another 102 acres in northern Durham County through a farmland conservation easement working with Roger Tilley.
- Durham County received federal farmland grant funds of \$466,000 to go toward the first phase of preservation of the 918 acres Little Mountain farm in Rougement.
- Durham County's System of Care (a coordinated and comprehensive program that helps improve outcomes for children and their families) has saved close to \$2 million per year by virtually eliminating court-ordered out of home placements for youth, and has reinvested resources into the development of community-based services.

# Board of County Commissioners

Fund: General

Functional Area: General Government

Funds Center: 4110110000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$115,829	\$128,458	\$120,392	\$137,372	\$137,372
Operating	\$35,027	\$38,249	\$33,778	\$39,580	\$39,576
<b>Total Expenditures</b>	<b>\$150,856</b>	<b>\$166,707</b>	<b>\$154,170</b>	<b>\$176,952</b>	<b>\$176,948</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$150,856</b>	<b>\$166,707</b>	<b>\$154,170</b>	<b>\$176,952</b>	<b>\$176,948</b>
FTEs	0.00	0.00	0.00	0.00	0.00

- The Durham County Community Collaborative announced the launch of **the Durham System of Care Website** ([www.durhamsystemofcare.org](http://www.durhamsystemofcare.org)) during 2006. The website includes the Network of Care-a community service and resource listing that is an invaluable resource for our citizens.
- Durham County received a grant from The Bureau of Justice Assistance (US Department of Justice) to begin planning a community program to improve responses to people with mental illnesses involved in the criminal justice system. This grant is 1 of 27 awarded nationwide and the one awarded in North Carolina.
- In addition the East Branch Library, which opened in June 2006, the North Regional Branch opened in January of this year.
- The BOCC approved the design for the **Human Services Complex** (future home of Social Services, Mental Health, and Public Health) which will be located on East Main Street. The \$103 million project will consolidate our human services in one building and greatly improve overall service delivery.
- The Museum of Life and Science continued its expansion by opening "Explore the Wild," a 6-acre woodland and wetland site. The spring visitors can look forward to "Catch the Wind," a new 4-acre outdoor experience.

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# CLERK TO THE BOARD

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## MISSION

To provide an official, historical record for present and future generations; to provide the Commissioners a guided focus and direction through agendas; and to provide citizen participation and involvement in County Government.

## PROGRAM DESCRIPTION

The Durham County Clerk serves primarily as Board secretary by preparing, maintaining, researching and transmitting minutes of official Board proceedings. The Clerk also maintains the ordinance book (and other documents required by the North Carolina General Statutes) and assists Board members with correspondence, travel arrangements and information requests.

The Clerk's office is open to the public on normal business hours (8:30 a.m. to 5:00 p.m.) five days a week. The office is located in the Durham County Government Administrative Complex. The public may request and receive information from this office.

## 2006-2007 ACCOMPLISHMENTS

- Clerk has completed certification requirements; official certification will be received in 2007.
- Implementation of the Granicus software and web streaming. The public is now able to view BOCC meetings online. (Videos are also archived on the County's website.)
- Clerk's Office has been updating the BOCC and Clerk to the Board's Internet webpages to reflect current and archived meeting agendas, upcoming land use items, and board and commission minutes.
- Files have been purged according to the five-year record retention schedule.
- Board and Commission position vacancies are now publicized on Time Warner Cable Channel 8, which has increased the number of applicants and appointments.
- Minutes continue to be completed and submitted to the Commissioners for approval in a two-week time frame.
- Indexing of the Minutes is current and up-to-date.
- Ordinance Book is current and up-to-date.



# B.O.C.C. Clerk to the Board

Fund: General

Functional Area: General Government

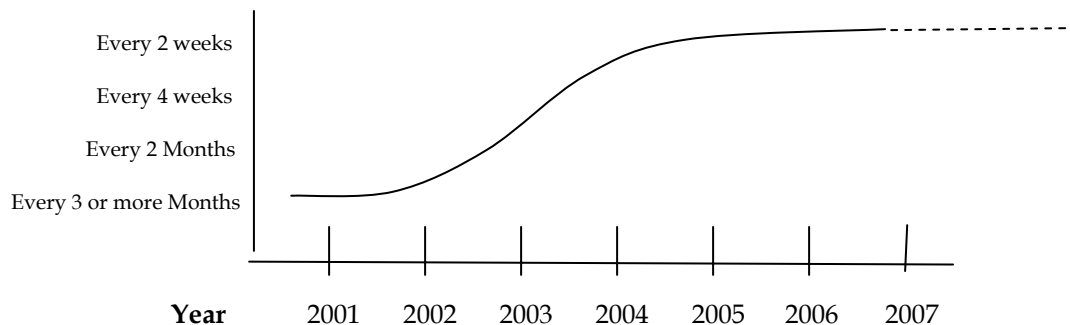
Funds Center: 4110115000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$154,691	\$162,100	\$167,684	\$174,061	\$184,193
Operating	\$174,031	\$210,121	\$175,587	\$219,719	\$219,716
<b>Total Expenditures</b>	<b>\$328,722</b>	<b>\$372,221</b>	<b>\$343,271</b>	<b>\$393,780</b>	<b>\$403,909</b>
▽ <i>Revenues</i>					
Service Charges	\$78	\$2,000	\$0	\$2,000	\$2,000
<b>Total Revenues</b>	<b>\$78</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Net Expenditures</b>	<b>\$328,644</b>	<b>\$370,221</b>	<b>\$343,271</b>	<b>\$391,780</b>	<b>\$401,909</b>
FTEs	3.00	3.00	3.00	3.00	3.00

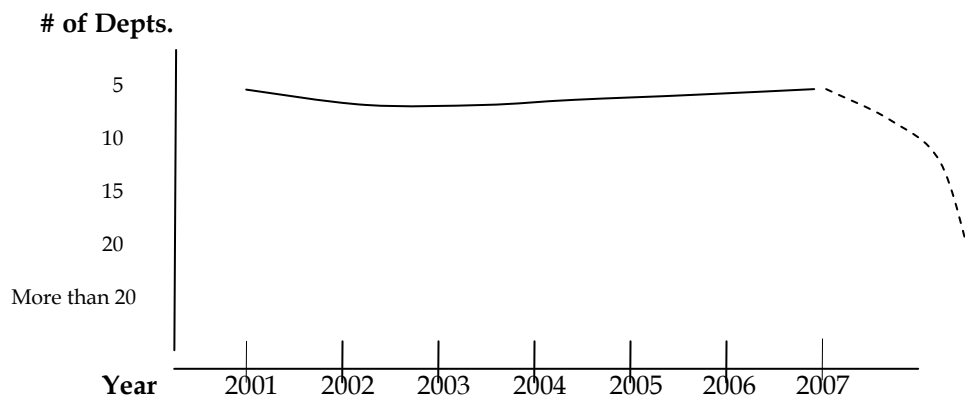
## 2007-2008 PERFORMANCE MEASURES

### Performance Measure: Submitting Minutes for Board Approval

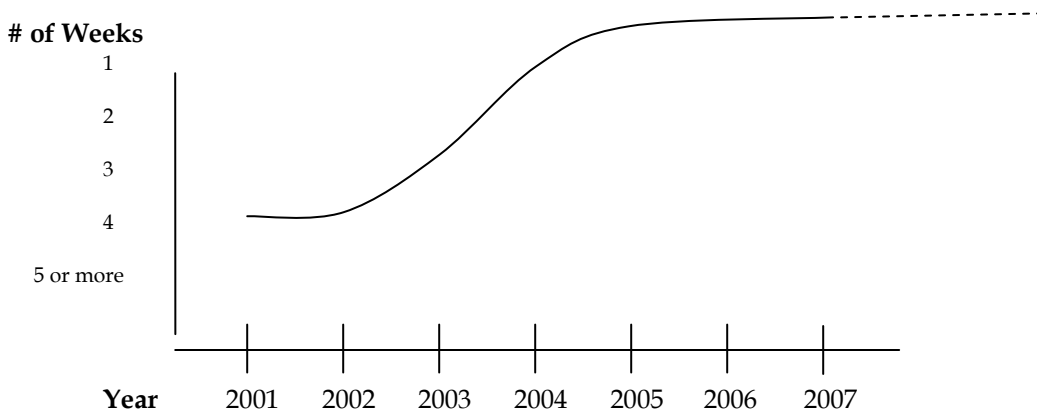
#### Frequency of Submissions



### Performance Measure: Submissions of Agenda Items



## Performance Measure: Board and Commission Appointment Letters



### Story Behind the Last 2 Years of Performance

- Competent and efficient staff in department.
- New Hires

### Strategies to Improve Program Performance

- Manage board and commission appointments electronically.
- Educate departments about the agenda process and the importance of meeting deadlines.
- Telecommuting

### 2007-2008 HIGHLIGHTS

- Includes \$20,400 for Granicus subscription fees for broadcasting BOCC meetings on the Internet

# County Administration

Fund: General

Functional Area: General Government

Business Area: 4120

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$863,938	\$1,040,900	\$875,140	\$1,175,465	\$1,148,190
Operating	\$181,450	\$472,584	\$278,410	\$752,427	\$568,603
Capital	\$0	\$10,000	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,045,388</b>	<b>\$1,523,484</b>	<b>\$1,153,550</b>	<b>\$1,927,892</b>	<b>\$1,716,793</b>
▽ <i>Revenues</i>					
Intergovernmental	\$0	\$90,000	\$90,000	\$120,000	\$96,500
<b>Total Revenues</b>	<b>\$0</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$120,000</b>	<b>\$96,500</b>
<b>Net Expenditures</b>	<b>\$1,045,388</b>	<b>\$1,433,484</b>	<b>\$1,063,550</b>	<b>\$1,807,892</b>	<b>\$1,620,293</b>
FTEs	10.00	11.00	11.00	11.00	11.00

## 2007-2008 HIGHLIGHTS

- The Results Based Accountability Program has been budgeted in a separate funds center in the County Manager's Office for administrative efficiency. Prior year actuals were not moved.
- The Results Based Accountability program is budgeted for a full year.
- Funds for the 10 Year Plan to End Homelessness are budgeted in the Manager's Office and were previously budgeted under Nondepartmental.
- The Senior Internal Auditor position in Internal Audit is budgeted at a half year of funding. The Internal Audit Director is budgeted for a full year.

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# COUNTY MANAGER

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## MISSION

The mission of the County Manager's Office is to provide overall management and coordination of all County operations and to effectively and efficiently implement all Board of County Commissioners' policies and directives.

## PROGRAM DESCRIPTION

The County Manager's Office identifies, recommends and monitors financial, capital, human and strategic resources to meet current and future needs of Durham County. This office ensures that budgeted service levels are provided to Durham County residents satisfactory and timely.

As chief executive officer, the County Manager is mandated by the laws of North Carolina to direct and supervise all county offices, departments, boards, commissions and agencies under the general control and direction of the Board of County Commissioners.

The Manager's Office is open to the public during the hours of 8:30 a.m. to 5:00 p. m each weekday excluding holidays. The office is located in the Durham County Government Administrative Complex. All persons may request and receive information from this office.

## 2006-2007 ACCOMPLISHMENTS

- Retention of the County's AAA bond rating
- Continuation of coordinating and Implementing the Community-wide Results Based Accountability initiative engaging the community around outcomes for improving Durham's: Health; Safety; Economy; Environment; Vibrant & Diverse Communities; Children Ready for and Succeeding in School; Housing; and Neighborhoods and Infrastructure
- Durham County enjoyed a record year for economic development including 2,842 new jobs created and \$315 million in new capital investment
- Launched the implementation phase of Durham's 10 Year Plan to End Homelessness
- Durham County Government celebrated 125 years of service with a week activities highlighted by the unveiling a new county flag
- The second annual Results Based Accountability "Community Progress Report" was published in collaboration with the City of Durham and community leaders. The first Results Based Accountability Coordinator was hired to manage the 8 community work groups and to administer a mini grant process
- Implemented a new web-based streaming video service allowing citizens to watch Durham County Board of Commissioners meetings live via their computers as well as access the complete board agenda and view archived meetings
- The First Annual State of Durham County Address was presented to the citizens
- East Durham and North Durham Regional Libraries opened as new 25,000 square foot facilities, and historic Stanford L. Warren reopened following extensive renovations all made possible with 2001 bond funds
- New Durham County EMS Station 2 opened to replace the station located at Lincoln Community Health Center that staff had outgrown due to the County's growth and increasing demands on the system
- Durham County was awarded a \$1.1 million grant from the Clean Water Management Trust Fund to purchase property to fully project a 23 mile open space corridor on New Hope Creek from Orange County downstream into Chatham County to provide water quality, wildlife habitat and recreation efforts
- Coordinated an extensive food drive and collected 2,000 cans of food to assist the Durham Rescue Mission who lost their food pantry due to a fire
- Economic development efforts resulted in recruiting six new business and industries, which will bring approximately \$274 million in new corporate investment and 1,860 in new jobs to Durham County.

# County Manager

Fund: General

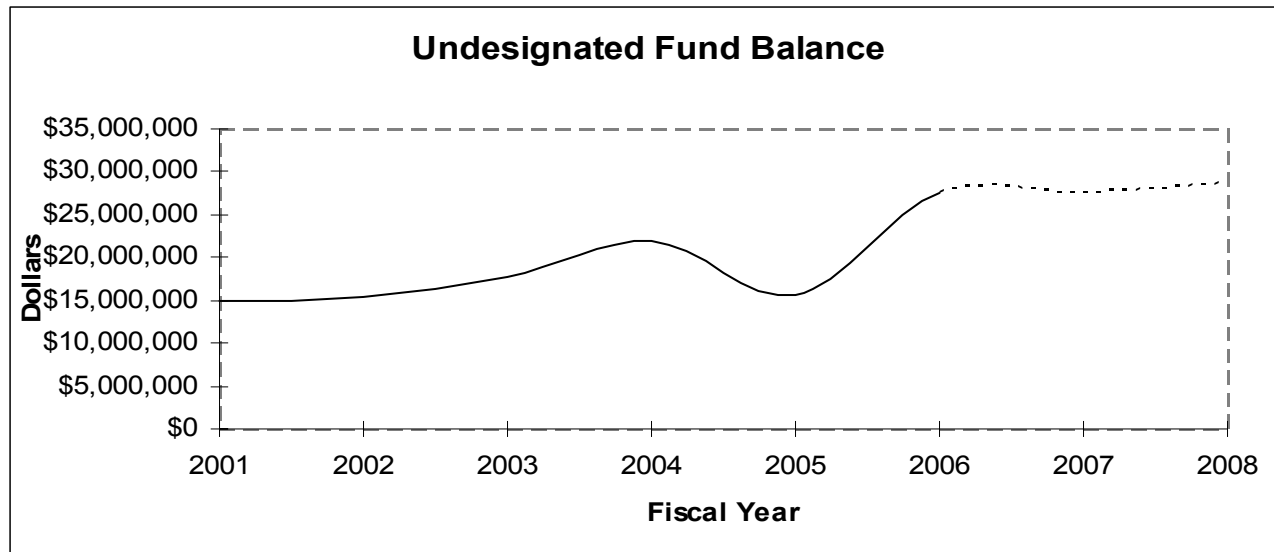
Functional Area: General Government

Funds Center: 4120120000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$863,938	\$935,231	\$875,140	\$959,386	\$959,386
Operating	\$157,524	\$378,149	\$255,943	\$464,765	\$413,318
Capital	\$0	\$10,000	\$0	\$0	\$0
<b>Total Expenditures</b>	<b>\$1,021,462</b>	<b>\$1,323,380</b>	<b>\$1,131,083</b>	<b>\$1,424,151</b>	<b>\$1,372,704</b>
▽ <i>Revenues</i>					
Intergovernmental	\$0	\$90,000	\$90,000	\$0	\$0
<b>Total Revenues</b>	<b>\$0</b>	<b>\$90,000</b>	<b>\$90,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,021,462</b>	<b>\$1,233,380</b>	<b>\$1,041,083</b>	<b>\$1,424,151</b>	<b>\$1,372,704</b>
FTEs	8.00	9.00	9.00	8.00	8.00

## 2007-2008 PERFORMANCE MEASURES

### Performance Measure: Fund Balance Management



### Story Behind the Last Two Years of Performance

Maintenance of a healthy level of fund balance is one of the indicators of the financial stability of the County. The NC Local Government Commission recommends that local governments maintain a minimum fund balance of 8% of total general fund expenditures. For the fiscal year ending June 30, 2006, Durham County maintained an unreserved fund balance of 13.67%. This is up from 10.81% at the same time in 2005. A growing fund balance indicates that the County is taking more revenue in each year than it is spending. In other words, the County is annually meeting its financial needs rather than relying on fund balance to meet recurring expenses.

There are three basic categories of funds dealing with fund balances: reserved, designated, and undesignated. Reserved funds are only available for appropriation in accordance with state statutes. Designated fund balance also contains restricted cash for mental health, subsequent year's expenditures, risk management and debt service. The County has no discriminatory authority with either the reserved and designated fund balances. Undesignated fund balance is the only source that is the County may use for general appropriations.

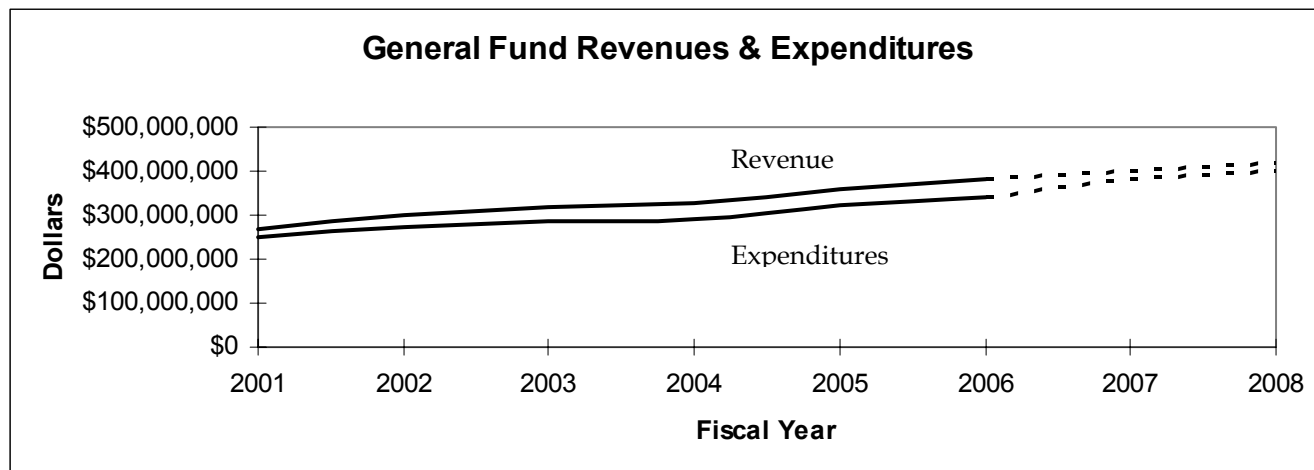
	Audited FY Ending 6/30/2002	Audited FY Ending 6/30/2003	Audited FY Ending 6/30/2004	Audited FY Ending 6/30/2005	Audited FY Ending 6/30/2006
<b>RESERVED FUND BALANCE</b>	17,993,896	20,473,063	22,735,334	32,426,226	28,494,058
<b>DESIGNATED FUND BALANCE</b>	15,365,221	18,056,505	16,771,776	19,537,678	19,144,689
<b>UNDESIGNATED FUND BALANCE</b>	15,479,492	17,664,227	21,950,944	15,572,687	27,622,193
<b>TOTAL FUND BALANCE</b>	48,838,609	56,193,795	61,458,054	67,536,591	75,260,940

The dotted portion of the trend line represents our projection in the growth of undesignated fund balance. The goal is to increase the undesignated fund balance to a range of 15 to 20% of the general fund expenditures.

#### Strategies: What do you propose to do to improve program performance?

We plan to continue the philosophy of making conservative revenue estimates while liberally estimating expenditures, allowing us to continue to see incremental increases in the fund balance. The County's goal is never to spend any appropriated fund balance during any fiscal year unless the appropriation is specifically earmarked for a non-recurring expenditure.

#### Performance Measure: Revenues and Expenditures Management



#### Story Behind the Last Two Years of Performance

Citizens are better off when the County's revenues are exceeding expenditures; when the County is able to meet all of its financial obligations; when property taxes are not continually raised; when government is providing high levels of services. The County is delivering the service well if County revenues not only cover our expenditures, but also generate a surplus permitting incremental increases in the County's fund balance.

General Fund	FY 00-01	FY 01-02	FY 02-03	FY 03-04	FY 04-05	FY 05-06
Total Revenues	270,184,654	299,502,493	316,248,195	327,707,300	360,313,601	381,161,002
Total Expenditures	251,945,142	272,896,398	285,189,987	292,499,075	324,867,210	342,123,072
Excess (deficiency) of revenues over (under) expenditures	18,239,512	26,606,095	31,058,208	35,208,225	35,446,391	39,037,930

**Strategies: What do you propose to do to improve program performance?**

The County installed new financial management software during FY 2005 and FY 2006 for implementation during FY 2006-2007. The software has greatly enabled the County's ability to administer the day-to-day management of the County's budget and its integration and coordination with investments, human resources, budgeting, and capital financing functions.

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# TRAVEL REDUCTION PROGRAM

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## MISSION

The mission of the Travel Reduction Program is to provide education, information, and incentives to Durham County Employees concerning alternatives to the use of single occupancy vehicles (SOVs) to commute to and from work in an effort to reduce traffic congestion and vehicle emissions in the Triangle region.

## PROGRAM DESCRIPTION

The Travel Reduction Program, a division of the County Manager's Office, provides information on travel demand reduction strategies, which are designed to reduce congestion on the roadways of Durham County. Statistical data concerning employee travel is gathered on an annual basis through a County Government-wide employee survey. Results of the survey are analyzed to set goals for the reduction of peak period SOV use and average commute trip reduction of vehicle miles traveled. Based on the results of the annual employee survey, a plan is developed that includes incentives and strategies for reducing SOV use and encourages alternative mode transportation usage.

This program is mandated by the Commute Trip Reduction Ordinance passed by the Durham County Board of Commissioners in February 2000 and is overseen by the county appointed Transportation Coordinator.

## 2006-2007 ACCOMPLISHMENTS

- Decreased the number of single-occupancy vehicle trips made by Durham County employees by 10% since program inception in December 2000
- Increased the number of employees carpooling 40% since December 2000
- Reduced Vehicle Miles Traveled by over 2% from 2001; reduced the number of employees driving single occupancy vehicles by 23%
- Successfully submitted and obtained approval from the Triangle Transit Authority for 2006-2007 Travel Reduction Plan.
- Implemented a monthly subsidy for employees participating in vanpools
- Doubled the subsidy rate of monthly bus passes for employees, from two to four tickets per month on either DATA or TTA.
- Created a regular column, "The County Commute," in the employee newsletter focusing on commuting alternatives and transportation news.
- Held the second annual Employee Commuting Fair in July for employees to gain information on alternative commuting
- Successfully participated and sponsored the Smart Commute Challenge, a regional campaign to improve traffic congestion and improve the air quality in our community.

## Travel Reduction Program

**Fund:** General

**Functional Area:** General Government

**Funds Center:** 4120122000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$20,660	\$87,376	\$3,571	\$98,376	\$13,000
<b>Total Expenditures</b>	<b>\$20,660</b>	<b>\$87,376</b>	<b>\$3,571</b>	<b>\$98,376</b>	<b>\$13,000</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$20,660</b>	<b>\$87,376</b>	<b>\$3,571</b>	<b>\$98,376</b>	<b>\$13,000</b>
FTEs	0.00	0.00	0.00	0.00	0.00



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# INTERNAL AUDIT

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## MISSION

The mission of Internal Audit is to determine that various County departments, programs, activities and operations are meeting the following objectives:

- Carrying out activities and programs authorized or required by the Board of County Commissioners, the County Manager, State or federal regulations, or other authoritative sources;
- Conducting programs and using resources in an economical and efficient manner;
- Conducting programs as planned to yield results which are consistent with established goals and objectives;
- Identifying, measuring, classifying and reporting financial and operating events in an accurate and timely manner in accordance with effective internal controls and authoritative pronouncements; and
- Safeguarding assets.

## PROGRAM DESCRIPTION

The Internal Audit Division provides systematic and objective appraisals of the operations, activities and controls within the County to determine whether

- Financial and operating information is accurate
- Risks to the organization are identified and minimized
- External regulations and acceptable internal policies and procedures are followed
- Satisfactory operating criteria are met
- Resources are used efficiently and economically
- The organization's objectives are effectively achieved

## Internal Audit

**Fund:** General

**Functional Area:** General Government

**Funds Center:** 4120123000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$0	\$105,670	\$0	\$157,944	\$130,669
Operating	\$3,266	\$7,059	\$18,896	\$7,421	\$7,420
<b>Total Expenditures</b>	<b>\$3,266</b>	<b>\$112,729</b>	<b>\$18,896</b>	<b>\$165,365</b>	<b>\$138,089</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$3,266</b>	<b>\$112,729</b>	<b>\$18,896</b>	<b>\$165,365</b>	<b>\$138,089</b>
FTEs	2.00	2.00	2.00	2.00	2.00

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# RESULTS BASED ACCOUNTABILITY

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## MISSION

The mission of the Results Based Accountability (RBA) Initiative is to engage the community in making positive, accountable, change in eight quality of life outcome areas. The role of County Government, along with the City of Durham, is to facilitate this change process through oversight and support of the community outcome committees in their mission to improve the quality of life for all Durham residents.

## PROGRAM DESCRIPTION

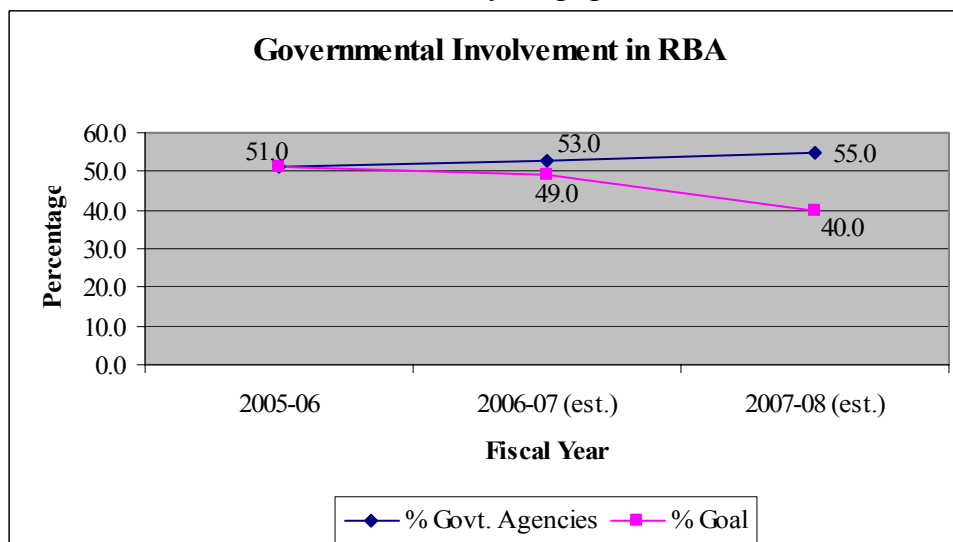
The Results Based Accountability Initiative provides administrative support as well as financial support in the form of minigrants. RBA provides strategic support in the form of training; meeting facilitation; assistance with data collection, monitoring and analysis; and marketing and public information. The work of the community outcome committees culminates in the annual production of a community progress report, now entering its third publication. This support is provided by the Results Based Accountability Coordinator under the supervision of the Assistant County Manager and the Assistant City Manager.

## 2006-2007 ACCOMPLISHMENTS

- The newly developed RBA Coordinator position was filled in November 2006.
- A competitive grant process was developed and implemented in December 2006 to distribute \$113,000 to the RBA community outcome groups in the form of mini-grants. The funds are being used to implement strategies identified earlier in the RBA process.
- Refresher training was conducted in March 2007 for the principals in the RBA Initiative. The purpose of the training was to revive enthusiasm and to begin a process to engage more of the community.
- A Steering Committee was organized to facilitate an expanded community engagement in the RBA Initiative.
- Efforts are underway to revive the Healthy Environment and Infrastructure working groups and consideration is being given for the development of a seniors outcome.

## 2007-2008 PERFORMANCE MEASURES

### Performance Measure: Community Engagement



### Story Behind Last Two Years of Performance

In FY 2005-2006 there were 98 organizations identified as being part of the RBA initiative. Of those 98, 43 (43.9%) were local or state agencies and 7 (7.1%) were quasi-governmental and were funded in whole or in part with government funds. The goal is to increase community engagement and to transfer governmental ownership to the Durham community. Estimates are that governmental involvement will increase if a change in course is not undertaken.

# Results Based Accountability

Fund: General

Functional Area: General Government

Funds Center: 4120125000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$0	\$0	\$0	\$58,135	\$58,135
Operating	\$0	\$0	\$0	\$181,865	\$134,865
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$240,000</b>	<b>\$193,000</b>
▽ <i>Revenues</i>					
Intergovernmental	\$0	\$0	\$0	\$120,000	\$96,500
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,000</b>	<b>\$96,500</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$120,000</b>	<b>\$96,500</b>
FTEs	0.00	0.00	0.00	1.00	1.00

## Strategies: What do you propose to do to improve program performance?

Measures are underway to increase community participation. The charge of the newly formed RBA Steering Committee will be to increase community conversation and engagement. Successful execution of that charge should result in the desired outcome of increased community involvement in the RBA initiative.

**NOTE:** This program was budgeted within the County Manager's Office funds center in FY2007.

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# FINANCE

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## MISSION

The mission of the Finance Department is to provide the County's financial information for financial security and stability for County government. The Finance Department is to provide complete, accurate, effective and efficient financial information for management and all user departments, ensure compliance with federal, state and local legislation, maintain an attitude of teamwork, and provide customer service to internal departments and the community. This agency is committed to contribute to the prosperity of County Government through active investment management, debt management, and financial planning and monitoring.

## PROGRAM DESCRIPTION

The primary purpose of the Finance Department is to establish and maintain a centralized countywide system of financial planning, reporting and control. The department provides for proper accounting and reporting of financial activities to ensure compliance with Generally Accepted Accounting Principles (GAAP) and state law. The Finance Department is also responsible for the administration of the investment program and debt issuance. Other functions of the department include purchasing, payroll, accounts payable and cash receipts.

The Finance Department prepares the Comprehensive Annual Financial Report (CAFR) and coordinates the annual audit by independent Certified Public Accountants. The department is also responsible for the single audit requirement and serves as the liaison between County officials and rating agencies.

## 2006-2007 ACCOMPLISHMENTS:

- Average yield for investment portfolio was higher than the Treasury Bill.
- Maintained AAA rating from Moody's and Standard & Poor's and a rating of 92% (equivalent to AAA) from the North Carolina Municipal Advisory Council.
- Achieved the Government Finance Officers Association Certificate of Excellence in Financial Reporting for the Fiscal Year 2006 Comprehensive Annual Financial Report (CAFR).
- Participated in training workshops to educate internal staff on operating processes, policies and procedures.
- Reduced the payroll processing time from seven days to four.
- Implemented a new financing plan for the CIP (Capital Improvement Plan) using CPs (Commercial Paper) and BANS (Bond Anticipation Notes).

# Finance

**Fund:** General

**Functional Area:** General Government

**Funds Center:** 4130131000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,433,332	\$1,496,249	\$1,422,176	\$1,703,498	\$1,579,811
Operating	\$439,888	\$661,157	\$631,819	\$672,895	\$522,873
<b>Total Expenditures</b>	<b>\$1,873,220</b>	<b>\$2,157,406</b>	<b>\$2,053,995</b>	<b>\$2,376,393</b>	<b>\$2,102,684</b>
▽ <i>Revenues</i>					
Taxes	\$32,966,351	\$32,822,211	\$50,956,056	\$53,300,579	\$53,500,579
Licenses & Permits	\$292,018	\$340,000	\$395,056	\$340,000	\$340,000
Intergovernmental	\$2,185,506	\$1,748,924	\$1,865,515	\$1,078,417	\$1,238,777
Investment Income	\$2,815,465	\$1,308,562	\$2,058,259	\$1,400,000	\$2,000,000
Rental Income	\$3,225	\$0	\$3,725	\$0	\$3,250
Service Charges	\$57,418	\$0	\$32,350	\$0	\$0
Other Revenues	\$737,265	\$221,984	\$458,192	\$150,000	\$400,000
Other Fin. Sources	\$0	\$12,400,000	\$0	\$12,400,000	\$15,411,885
<b>Total Revenues</b>	<b>\$39,057,247</b>	<b>\$48,841,681</b>	<b>\$55,769,153</b>	<b>\$68,668,996</b>	<b>\$72,894,491</b>
<b>Net Expenditures</b>	<b>(\$37,184,027)</b>	<b>(\$46,684,275)</b>	<b>(\$53,715,158)</b>	<b>(\$66,292,603)</b>	<b>(\$70,791,807)</b>
FTEs	24.00	23.00	23.00	26.00	23.00

## 2007-2008 PERFORMANCE MEASURES

**Performance Measure:** Timely posting of P-card transactions, within ten (10) business days after receipt by Finance Department A/P.

**Story behind the last 2 years of performance** Over the past two years the Finance Department has been involved in the implementation of a new financial system as such some duties have been pushed to the back and done when necessary. The result has been that quality budget information was not available in this area.

**Strategies: What do you propose to do to improve program performance?**

- This responsibility will be assigned to one individual and given a high priority
- Responsibility will be incorporated into work plan
- Quarterly checks will be performed

**Performance Measure:** All Finance Department SAP system errors will be corrected within three (3) business days.

**Story behind the last 2 years of performance** The new financial system is integrated and affects everything that we do, as such; it cannot be down for any reason, for an extended period.

**Strategies: What do you propose to do to improve program performance?**

- Require specific training for key positions
- Designate external resources in advance
- Incorporate into staff's work plan

## 2007-2008 HIGHLIGHTS

- Includes funding for one new position (Senior Accountant)
- One position from Finance has been transferred to the SAP Shared Services department.

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# TAX DEPARTMENT

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## MISSION

The mission of the Tax Administration Department is to correctly list, appraise, assess and bill in a timely manner, all property for ad valorem taxation. The Department also develops mapping, appraisal, and listing systems that provide the public easy access with accurate information.

The mission of the Tax Collector is to collect and account for all taxes, assessments and fees levied by Durham County, Durham City and a portion of Chapel Hill, along with providing Durham citizens courteous, timely and efficient service.

## PROGRAM DESCRIPTION

The **Tax Administration Department** consists of three (3) divisions: Land Records/GIS, Appraisal/Revaluation and Personal Property.

### Land Records/GIS Division

Land Records Division is responsible for the creation and the maintenance of the Durham County cadastre, approximately 102,800 real estate parcels. Information is obtained through the Register of Deeds, Clerk of Superior Court Estates Division, Department of Transportation, City/County Planning and City of Durham Public Works Engineering Division. As required by North Carolina General Statute, the Land Records Division reviews all plats prior to Register of Deeds recordation and maintains the Geographic Information System (GIS) cadastral layer. Approximately 16,400 changes are made annually to the parcel database.

### Appraisal Division/Revaluation

Appraisal Division has direct responsibility for all ad valorem real property appraisals, approximately 102,800 parcels. Appraisal tasks include annual cycle and general reappraisal. Valuation, based on market value as of County's most recent general reappraisal, exceeds \$20 billion. The Appraisal Division administers the Present-Use program and defense of value before the Durham County Board of Equalization and Review and North Carolina Property Tax Commission. Land Records/GIS and Appraisal Divisions function as an integrated unit.

### Personal Property Listing Division

The Personal Property Listing Division is comprised of the Business/Personal Property and Motor Vehicle sections. This division is responsible for assessing approximately over two (2) billion dollars of taxable personal/business property which is approximately 12,000 accounts and responsible for approximately \$1.5 billion of taxable motor vehicles which is approximately 240,000 motor vehicles.

## **Tax Collector**

The Durham City/County Tax Collector is responsible for collecting and recording the collection of all property taxes levied annually by the Board of County Commissioners and City Council. Taxes are levied on real, personal, business and motor vehicle property. The Tax Collector is also responsible for collecting beer and wine license taxes, fire and special district taxes, special assessments for water, sewer and street improvements, gross receipts tax, parking fees and County user fees. State statutes give the Tax Collector authority to collect delinquent taxes by powers of foreclosure on real property, garnishment against wages, attachments against personal property, seizure of personal property by use of a sheriff's levy, debt setoff program that allows the seizure of state income tax refunds and advertising liens. House Bill 20 (Motor Vehicle Tax) allows the Tax Collector the authority to block the registration of a licensed vehicle if local property taxes on that vehicle are delinquent.

# Tax Department

Fund: General

Functional Area: General Government

Funds Center: 4140140000/4140150000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$3,143,876	\$3,576,513	\$3,119,878	\$3,956,862	\$3,835,251
Operating	\$1,130,480	\$1,059,431	\$1,751,027	\$1,745,057	\$1,287,156
Capital	\$0	\$0	\$24,345	\$25,000	\$0
<b>Total Expenditures</b>	<b>\$4,274,357</b>	<b>\$4,635,944</b>	<b>\$4,895,250</b>	<b>\$5,726,919</b>	<b>\$5,122,407</b>
▽ <i>Revenues</i>					
Taxes	\$154,910,345	\$166,231,808	\$171,359,585	\$169,269,185	\$183,315,629
Licenses & Permits	\$18,691	\$20,000	\$1,500	\$20,000	\$20,000
Intergovernmental	\$364,691	\$143,200	\$330,000	\$330,000	\$330,000
Service Charges	\$1,132,026	\$1,036,400	\$1,245,558	\$1,145,000	\$1,210,000
Other Revenues	\$208,229	\$75,000	\$200,000	\$100,000	\$150,000
<b>Total Revenues</b>	<b>\$156,633,981</b>	<b>\$167,506,408</b>	<b>\$173,136,643</b>	<b>\$170,864,185</b>	<b>\$185,025,629</b>
<b>Net Expenditures</b>	<b>(\$152,359,625)</b>	<b>(\$162,870,464)</b>	<b>(\$168,241,393)</b>	<b>(\$165,137,266)</b>	<b>(\$179,903,222)</b>
FTEs	65.38	70.38	70.38	73.38	70.38

## 2006-2007 ACCOMPLISHMENTS

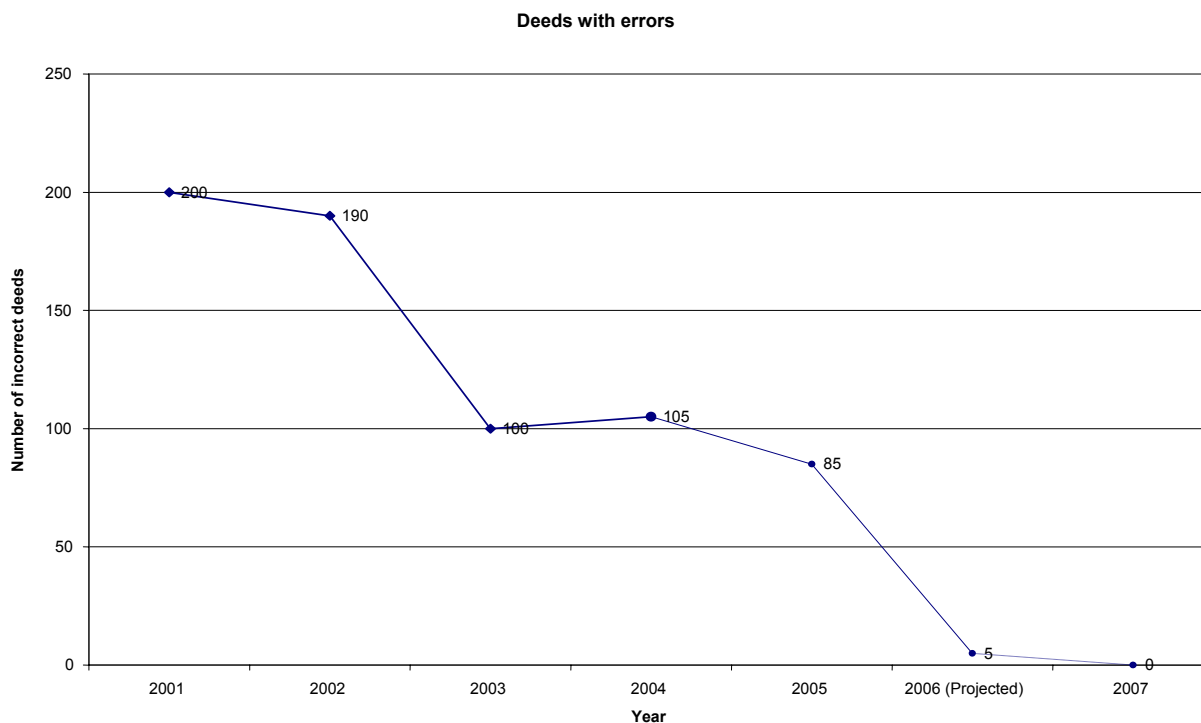
- Mapping current day for day with the Register of Deeds
- Implemented New On-line Business Listing Program
- Implementation automated business listing extension program
- Implementation of Desk Audit Program with Automation used for notification process
- Implemented Phase I of taxpayer portal program that stores information on system versus paper copy
- Conducted Compliance Review of Scientific, Charitable, Educational and Religious exemptions.
- Conducted compliance review of qualifying Present-Use property
- Completed digital image acquisition (photos) of improved real property without photos
- Installation of spatial appraisal analysis application software (SDS Analyst)
- Installation of document management application software (SDS Doc)
- Conducted compliance review of Scientific, Charitable, Educational and Religious Exemptions
- Implemented an Electronic Listing Form System (ELFS) that provide a work order for every listing form that is mailed to tax office. Work order allows us to process by an image for document storage versus the paper.
- Implemented a Cost Analysis Valuation System for business personal property non-listers
- Held quarterly meetings with four foreclosure attorney firms for purpose of reviewing cases assigned.
- Overall collection rate of FY 06-07 was 98.50% overall.
- Total dollars collected was \$174,814,569. This included \$3.1 million collected on prior year accounts.
- Enhancements to e-services to allow Credit Card Payments that are real time posting to the Tax System. Changing to this format has more than doubled the credit card transactions.
- Enhancement to website e-services to allow electronic payment by check as well as schedule payments by way of draft.
- Set up dual system for cashier balancing thru the Glory System.
- Increased the forced collection procedures such as bank attachments, payment plans, wage garnishments, mortgage style foreclosures and levies.
- Ensured that all attorney firms communicate thru e mail on complaints, verifications, and cases collected.
- Additional deputy and staff allocated in the previous budget year have allowed the department to place more emphasis on the collection of motor vehicle taxes and real property taxes. As a result the collection rate continues to improve.
- Ensured that monthly foreclosure sales were conducted

## 2007-2008 Work Objectives

- Increase the current collection rate
- Increase prior year collections
- Continue enhancements to the website
- Continue certification efforts for all staff members
- Continue to hold Foreclosure sales monthly

## 2007-2008 PERFORMANCE MEASURES

### Performance Measure: Deeds with Errors



### Story Behind the Last 2 Years of Performance

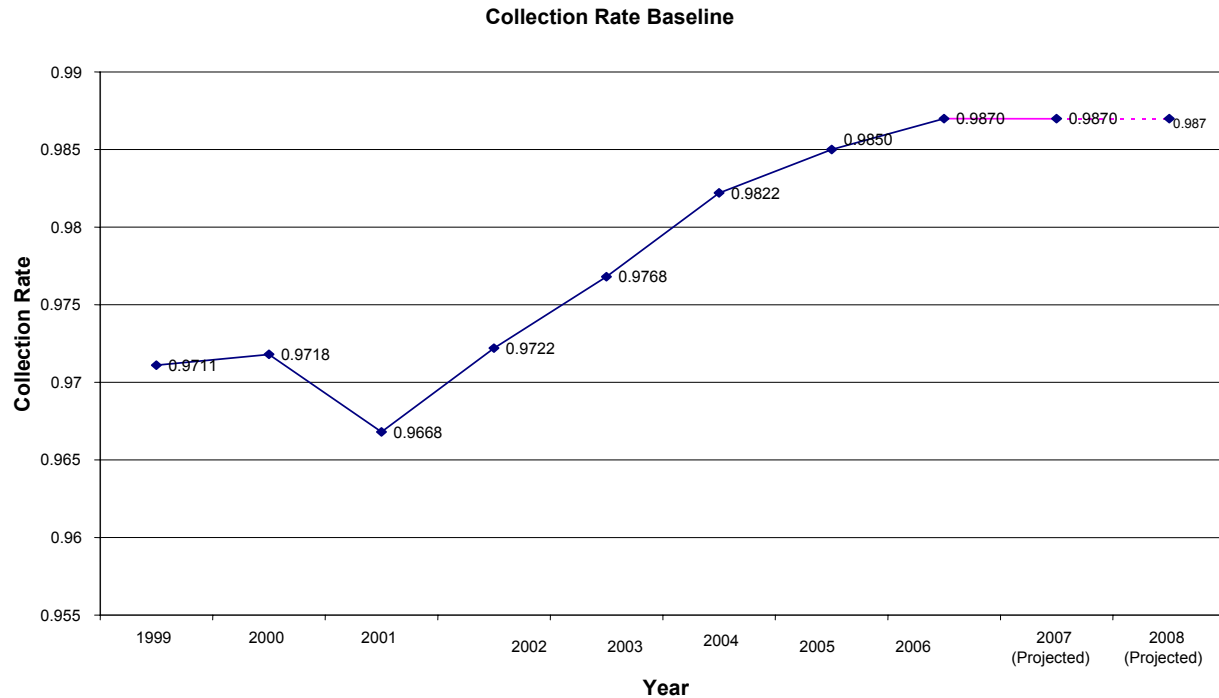
- Estimated 200 deeds per year not processed timely due to error associated with deed documents
- Guidance from the School of Government regarding the processing of an incorrect deed

### Strategies: What do you propose to do to improve program performance?

- Department contacted the School of Government once new case law was presented to get clarification as to what the department should do when deeds recorded are incorrect.
- Implementation of guidelines from the School of Government will complete this program and we will no longer deal with this issue.



## Performance Measure: Collection Rate Baselines



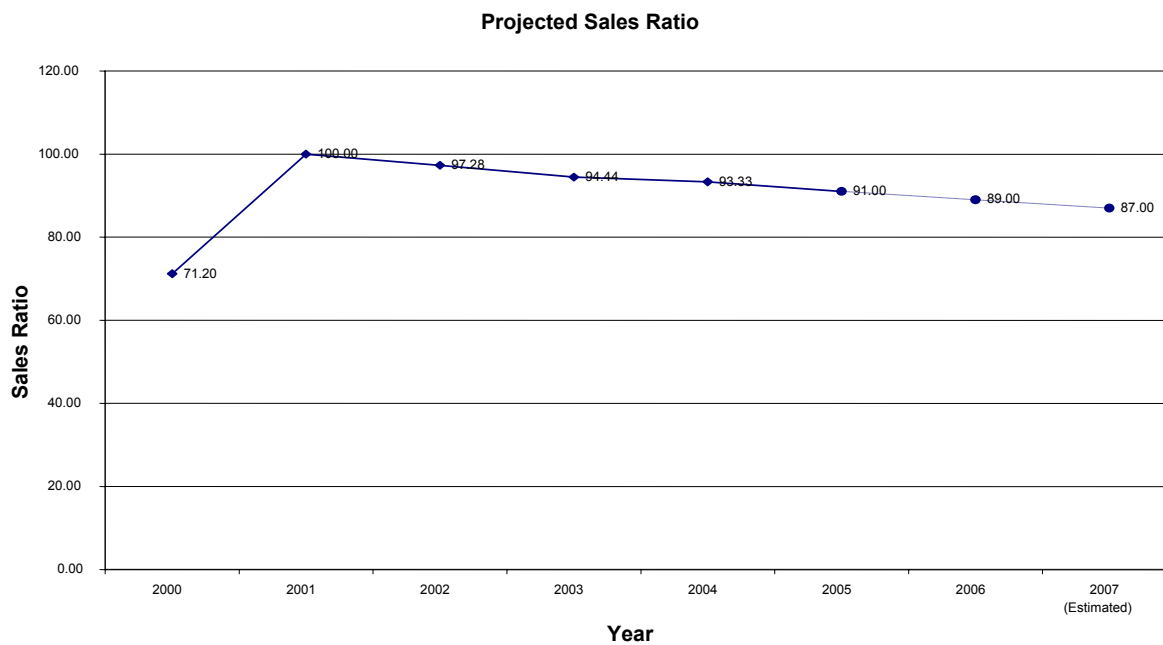
### Story behind the Last 2 Years of Performance

- Collection rate is measure of the available tax revenue.
- Collection rate improved to 98.50
- Successful Mortgage Foreclosure Program added additional deputy to do levy executions additional Revenue agents.

### Strategies: What do you propose to do to improve program performance?

- Further enhancements to the One/Tax Software for further automation
- Work with State Associations and Government entities to present alternatives to Legislature regarding the Motor Vehicle Billing/Collection process.
- Implement a kiosk to allow citizens to pay taxes at North Gate Mall via internet
- Continue to educate the citizens through customer contact and letters to help them understand the collection procedures that can be used against them if delinquent.

## Performance Measure: Projected Sales Ratio



### Story behind the Last 2 Years of Performance

- Sales Ratio indicates where the tax values are relative to current market value

### Strategies: What do you propose to do to improve program performance?

- 2008 General Reappraisal of all real property

## 2007-2008 HIGHLIGHTS

The approved budget amount allows the tax department to maintain current levels of service.

Plus:

- Additional postage for certified mailings

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# LEGAL

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## MISSION

The County Attorney's Office serves as the legal advisor to the Board of Commissioners; defends the Board of Commissioners, the County, and the agencies of the County from actions brought against them; and provides legal advice to the County's agencies in carrying out the mission of the County.

## PROGRAM DESCRIPTION

The County Attorney is the legal advisor to the Board of Commissioners. The County Attorney's Office also provides legal representation to the departments of County Government. All defenses of lawsuits, other than workers compensation cases and medical malpractice cases covered by insurance, filed against the County or its employees are provided by the County Attorney's Office.

Risk Management is a division of the County Attorney's Office. The Risk Management division is responsible for purchasing liability insurance as well as handling claims against the County to resolve them prior to any court action being necessary.

## 2006-2007 ACCOMPLISHMENTS

- Successfully defended all tort and civil rights actions.
- Completed work on Erwin Trace interlocal with all governments executing document creating second regional park
- Acquired property for new courthouse and human services buildings
- Issued industrial development bond for new industry under new IRS regulations
- Completed work on acquiring 152 acres of open space and an option on an additional 918 acres

## 2007-2008 HIGHLIGHTS

The approved budget amount allows the Legal Department to maintain current levels of service  
Plus:

- document imaging project

# Legal

Fund: General

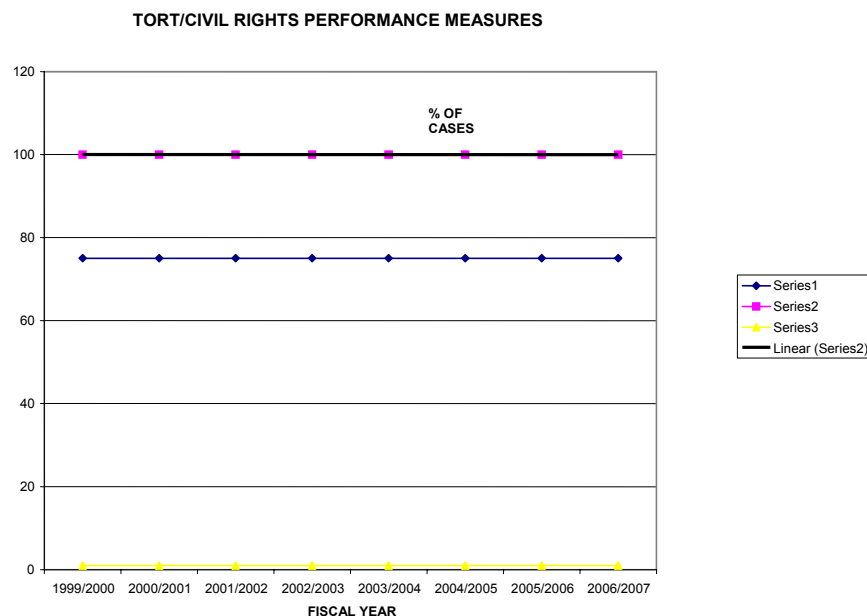
Functional Area: General Government

Funds Center: 4150160000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,221,690	\$1,315,569	\$1,292,331	\$1,353,246	\$1,353,246
Operating	\$90,942	\$124,470	\$99,477	\$138,526	\$138,510
Capital	\$0	\$0	\$0	\$35,000	\$35,000
<b>Total Expenditures</b>	<b>\$1,312,632</b>	<b>\$1,440,039</b>	<b>\$1,391,808</b>	<b>\$1,526,772</b>	<b>\$1,526,756</b>
▽ <i>Revenues</i>					
Service Charges	\$2,739	\$2,500	\$1,860	\$2,500	\$2,500
<b>Total Revenues</b>	<b>\$2,739</b>	<b>\$2,500</b>	<b>\$1,860</b>	<b>\$2,500</b>	<b>\$2,500</b>
<b>Net Expenditures</b>	<b>\$1,309,894</b>	<b>\$1,437,539</b>	<b>\$1,389,948</b>	<b>\$1,524,272</b>	<b>\$1,524,256</b>
FTEs	16.00	16.00	16.00	16.00	16.00

## 2006-2007 PERFORMANCE MEASURES

### Performance Measure: Tort/Civil Rights Performance Measure



### Story Behind the Last Two Years of Performance

Legitimate claims are paid on a predetermined basis without regard to the status of the person. The items which are included in the payments are the same for every claimant without any discrimination based on any reason. If the alleged injured party refuses the settlement offer based on policy, the offer is withdrawn upon the filing of a lawsuit, and no settlement will be made. This has resulted in the efficient handling of claims as most attorneys realize that the County will treat its citizens and employees fairly, but will not pay out monies simply to avoid litigation.

- The attorneys who handle these claims have been well versed in the various defenses which are available to counties.

### Strategies: What do you propose to do to improve program performance?

- Allocation of more court time
- Continuation of new court schedule with the additional attorney time allocated

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# Court Supportive Services

Fund: General

Functional Area: General Government

Business Area: 4160

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$494,117	\$731,350	\$930,164	\$737,435	\$657,071
<b>Total Expenditures</b>	<b>\$494,117</b>	<b>\$731,350</b>	<b>\$930,164</b>	<b>\$737,435</b>	<b>\$657,071</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$494,117</b>	<b>\$731,350</b>	<b>\$930,164</b>	<b>\$737,435</b>	<b>\$657,071</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## 2007-2008 HIGHLIGHTS

- Benefits have been added to the Jail Management Assistant District Attorney position and the Public Defender position for Jail Management.
- Two Assistant District Attorney positions are approved at \$160,729
- Five Deputy Clerk positions are approved at \$179,022
- Jury parking is budgeted at \$13,500

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# COURT SUPPORTIVE SERVICES

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## MISSION

To serve the citizens of Durham County as efficiently as possible within the resources available to provide courtrooms and judicial facilities.

## PROGRAM DESCRIPTION

The judicial system is administered in North Carolina under a uniform court system, the General Court of Justice, which is composed of the North Carolina Supreme Court, the Court of Appeals, Superior Courts, and District Courts. An amendment to the State Constitution passed in November, 1962 placed all courts under the jurisdiction of the state, which now pays all operating expenses of the system including salaries.

Since the early nineties Durham County has contracted with the Administrative Office of the Courts to provide one Assistant District Attorney and one Assistant Public Defender to expedite first court appearances and in FY06 the County has expanded this additional support to include a second ADA to continue funding for the Cold Case Assessment Program.

The County provides courtrooms and related judicial facilities. Court Supportive Services includes facility budgets for Superior and District court judges, the District Attorney's Office, Public Defender, Clerk of Superior Court, Criminal and Civil Magistrates, Guardian Ad Litem, Trial Court Administrator, and Office of Juvenile Justice. The judicial system provides a constitutionally prescribed forum for the resolution of disputes including criminal matters, juvenile and domestic matters, small claims and general civil matters by an independent and impartial judiciary.

Cost centers for each of the primary areas have been set up and are as follows: District Attorney, Clerk of Superior Court, Public Defender, Superior Court, District Court, Office of Juvenile Justice and Adult Probation and Parole Facilities. The Adult Probation and Parole Facilities cost center provides funding for office space for the Adult Probation and Parole Program, which is located at 119 Orange Street Mall in Downtown Durham.



# District Attorney

Fund: General

Functional Area: General Government

Funds Center: 4160311000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$109,813	\$290,033	\$403,922	\$298,677	\$218,313
<b>Total Expenditures</b>	<b>\$109,813</b>	<b>\$290,033</b>	<b>\$403,922</b>	<b>\$298,677</b>	<b>\$218,313</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$109,813</b>	<b>\$290,033</b>	<b>\$403,922</b>	<b>\$298,677</b>	<b>\$218,313</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# Clerk of Superior Court

Fund: General

Functional Area: General Government

Funds Center: 4160312000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$97,070	\$196,459	\$239,508	\$202,522	\$202,522
<b>Total Expenditures</b>	<b>\$97,070</b>	<b>\$196,459</b>	<b>\$239,508</b>	<b>\$202,522</b>	<b>\$202,522</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$97,070</b>	<b>\$196,459</b>	<b>\$239,508</b>	<b>\$202,522</b>	<b>\$202,522</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# Adult Probation & Parole Facilities

Fund: General

Functional Area: General Government

Funds Center: 4160314000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$125,714	\$126,021	\$129,486	\$133,370	\$133,370
<b>Total Expenditures</b>	<b>\$125,714</b>	<b>\$126,021</b>	<b>\$129,486</b>	<b>\$133,370</b>	<b>\$133,370</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$125,714</b>	<b>\$126,021</b>	<b>\$129,486</b>	<b>\$133,370</b>	<b>\$133,370</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# Public Defender

Fund: General

Functional Area: General Government

Funds Center: 4160315000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$46,263	\$52,916	\$72,596	\$66,824	\$66,824
<b>Total Expenditures</b>	<b>\$46,263</b>	<b>\$52,916</b>	<b>\$72,596</b>	<b>\$66,824</b>	<b>\$66,824</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$46,263</b>	<b>\$52,916</b>	<b>\$72,596</b>	<b>\$66,824</b>	<b>\$66,824</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# Superior Court

Fund: General

Functional Area: General Government

Funds Center: 4160316000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$91,000	\$21,014	\$21,014	\$21,014	\$21,014
<b>Total Expenditures</b>	<b>\$91,000</b>	<b>\$21,014</b>	<b>\$21,014</b>	<b>\$21,014</b>	<b>\$21,014</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$91,000</b>	<b>\$21,014</b>	<b>\$21,014</b>	<b>\$21,014</b>	<b>\$21,014</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# Department of Juvenile Justice

Fund: General

Functional Area: General Government

Funds Center: 4160317000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$6,322	\$7,514	\$7,514	\$7,514	\$7,514
<b>Total Expenditures</b>	<b>\$6,322</b>	<b>\$7,514</b>	<b>\$7,514</b>	<b>\$7,514</b>	<b>\$7,514</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$6,322</b>	<b>\$7,514</b>	<b>\$7,514</b>	<b>\$7,514</b>	<b>\$7,514</b>
FTEs	0.00	0.00	0.00	0.00	0.00

# District Court

Fund: General

Functional Area: General Government

Funds Center: 4160318000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$17,935	\$37,393	\$56,124	\$7,514	\$7,514
<b>Total Expenditures</b>	<b>\$17,935</b>	<b>\$37,393</b>	<b>\$56,124</b>	<b>\$7,514</b>	<b>\$7,514</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>Net Expenditures</i>	<i>\$17,935</i>	<i>\$37,393</i>	<i>\$56,124</i>	<i>\$7,514</i>	<i>\$7,514</i>
FTEs	0.00	0.00	0.00	0.00	0.00

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# ELECTIONS

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## MISSION

To provide free, open, honest, and professionally managed election services to our community. The Board of Elections is unique among government agencies providing goods and services to their citizens. This office has the responsibility for protecting the will of the people; protecting democracy as a concept and form of government; and for establishing fairness and equity for all in the process of self governance.

## PROGRAM DESCRIPTION

This agency is responsible for processing and maintaining voter registration records and conducting all elections held within Durham County in accordance with all applicable Federal and State laws. This office also establishes election precincts, appoints election officials, registers, removes, and updates voter records, and examines voter petitions. The duties also include maintaining voting equipment and election records, administering absentee voting, canvassing election returns, issuing certificates of election, providing statistical, demographic, and geographical information to citizens and candidates, auditing and publishing campaign finance reports, hearing appeals, and conducting investigations of alleged voting irregularities. The BOE also advises the public and media all on aspects of elections and elections services.

## 2006-2007 ACCOMPLISHMENTS

- Published updated precinct workers manual.
- Chaired the NCADE by-laws committee.
- Served on the State Board of Elections special committee on election procedures and standardization.
- Conducted precinct worker training.
- Conducted filing for elected office.
- Conducted one stop no excuse absentee voting for the primary and general election.
- Conducted a partisan primary and school board election, a second primary, and a general election.
- Successfully conducted the most publicized local race (district attorney) in America. Dealt with national and international news organizations.
- Successfully conducted state wide recount and random hand-eye recounts which again validated our voting equipment.
- Processed new registrations and updates.
- Maintained an honest and accurate data base.
- Processed campaign finance reports and processes.
- Served as the county source for information on election law, procedures, and policies.
- Conducted an Open House for state election professionals.
- Taught classes at the State Election Directors training seminars.
- Spoke to numerous civic and political groups about democracy and voting.
- Processed and implemented the results for two successful petition drives.
- Housed several high profile news conferences with national media and received praise from all concerned.
- Implemented and used new one stop no excuse absentee voting software.
- Maintained an outstanding website: <http://www.co.durham.nc.us/departments/elec/>
- Maintained our sense of humor, Life is good and getting better.

# Elections

Fund: General

Functional Area: General Government

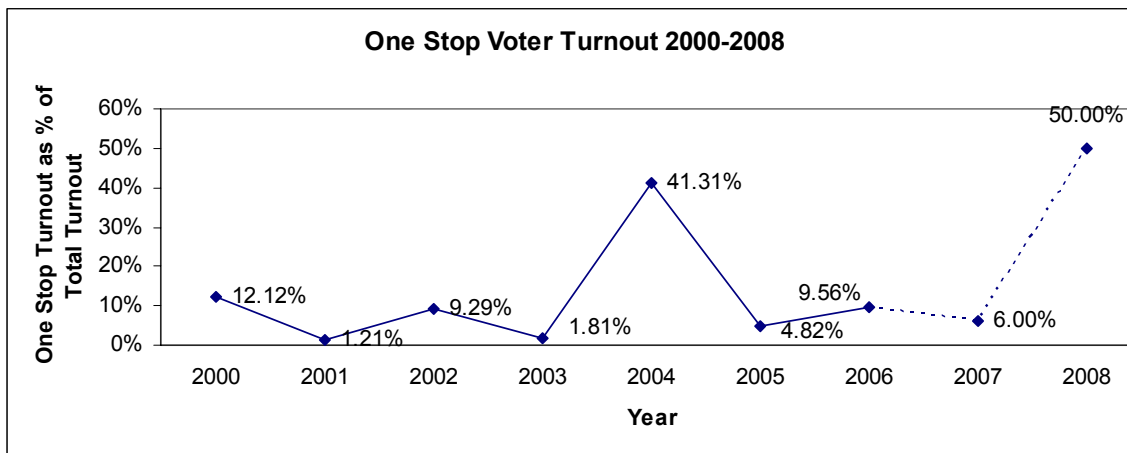
Funds Center: 4170210000

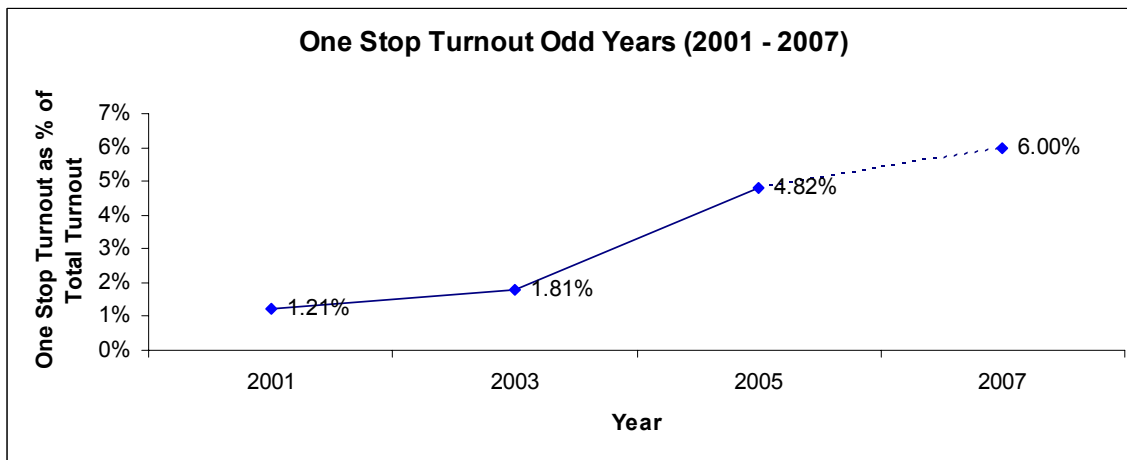
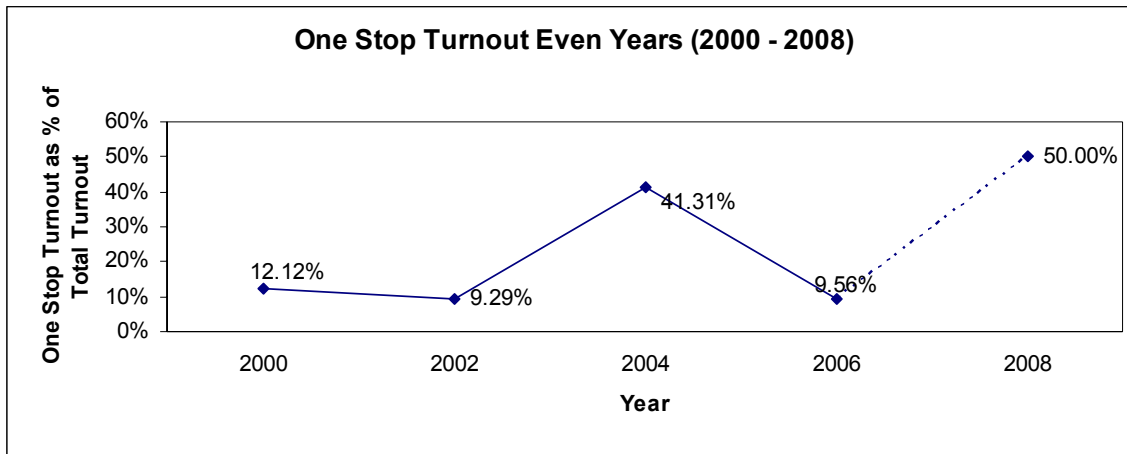
Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$574,570	\$548,337	\$508,291	\$775,035	\$775,035
Operating	\$327,923	\$276,501	\$286,300	\$462,661	\$402,652
<b>Total Expenditures</b>	<b>\$902,493</b>	<b>\$824,838</b>	<b>\$794,591</b>	<b>\$1,237,696</b>	<b>\$1,177,687</b>
▽ <i>Revenues</i>					
Service Charges	\$205,012	\$1,000	\$346	\$225,180	\$225,180
<b>Total Revenues</b>	<b>\$205,012</b>	<b>\$1,000</b>	<b>\$346</b>	<b>\$225,180</b>	<b>\$225,180</b>
<b>Net Expenditures</b>	<b>\$697,480</b>	<b>\$823,838</b>	<b>\$794,245</b>	<b>\$1,012,516</b>	<b>\$952,507</b>
FTEs	7.00	7.00	7.00	7.00	7.00

## 2007-2008 OBJECTIVES

- CONTINUE TO EARN AND MAINTAIN THE PUBLIC'S TRUST.
- Successfully conduct a municipal primary.
- Successfully conduct a municipal election.
- Successfully conduct a Presidential/Partisan primary and school board election.
- Successfully conduct a second primary/school board run off election.
- Continue to set the standard for customer service.
- Successfully conduct computerized one stop no excuse absentee voting.
- Continue to maintain up to date geo-coding so all of our jurisdictional boundaries are always legal, current, and accurate.
- Continue to diligently, accurately, legally, and aggressively maintain our voter registration database.
- Appoint and train new precinct officials.
- Educate and inform the public on the new voting laws and procedures.

**Performance Measure:** Increase in percentage of total voters who vote early for similar type elections





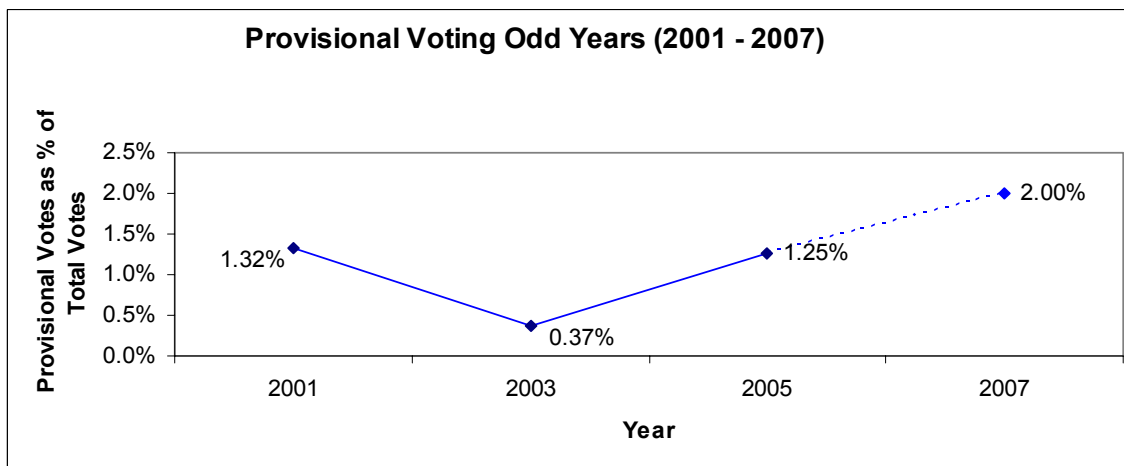
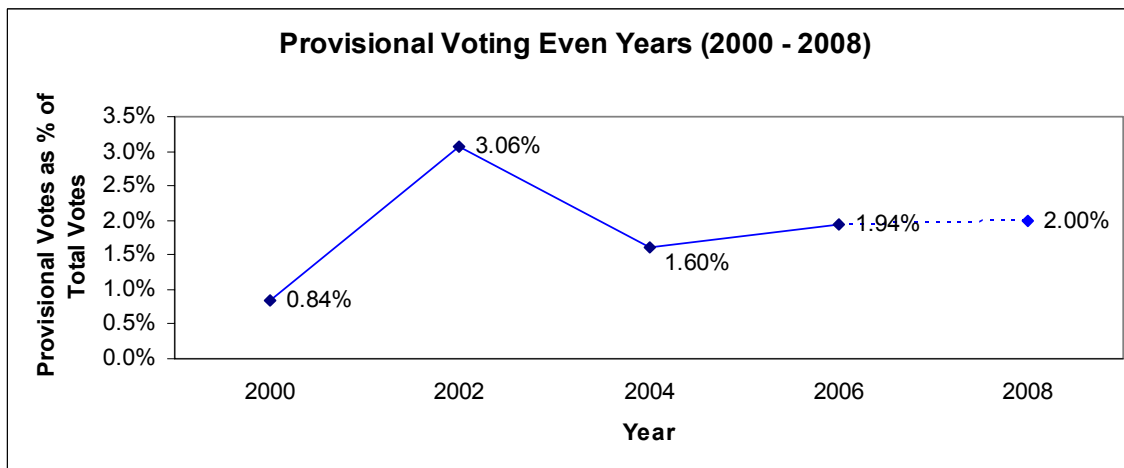
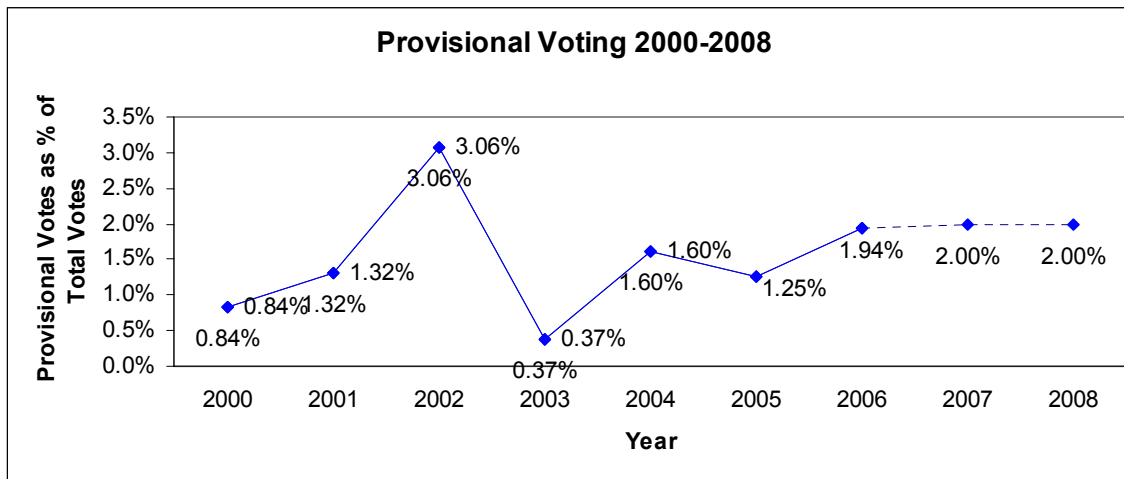
#### Story Behind the Last 2 Years of Performance

- Insert in every Durham County automobile tax bill that advertises One Stop voting
- Announcement in every Durham City water bill newsletter that advertises One Stop voting
- Posters in all DATA buses that advertise One Stop Voting
- Working with parties and community groups to increase awareness of and trust in One Stop voting
- Better and more frequent newspaper publication of One Stop voting locations, dates, and times
- Increasing the number of One Stop voting locations, and selecting locations that are close and convenient for most Durham County residents (Presidential Elections)
- Increasing the number of staff, computers, and voting booths at the One Stop voting locations to reduce voter lines and waiting time

#### Strategies: What do you propose to do to improve program performance?

Voter awareness of One Stop voting continuously increased since 2002. We plan to capitalize on this awareness and continue to educate voters about voting One Stop. One of our biggest obstacles now is that some voters fear that if they vote early, their vote will not count. We will continue educate the public that their One Stop votes will be honestly and accurately counted and reported on Election night.

**Performance Measure:** Percentage of total voters who vote a provisional ballot



#### Story Behind the Last 2 Years of Performance

The percentage of voters who must vote a provisional ballot has varied widely during recent years. In the 2006 General Election provisional voting was 1.94% moving us closer to our target of 2% provisional voting.

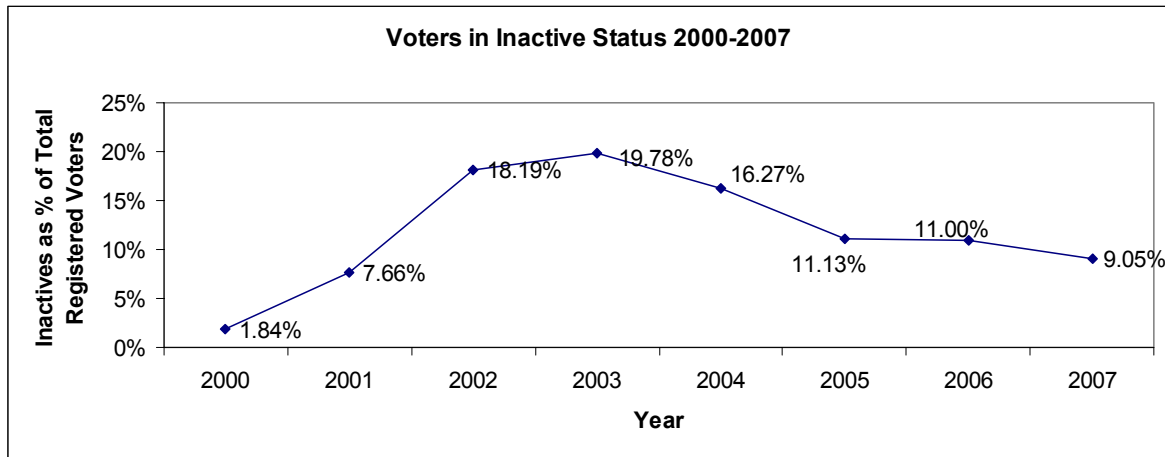
- Better training of poll workers on provisional rules and process
- Addition of an insert in every Durham County automobile tax bill that reminds voters to update their voter registration records when they move
- Addition of an announcement in every Durham City water bill newsletter that reminds voters to update their voter registration records when they move
- Addition of posters in all DATA buses that remind voters to update their voter registration records when they move

- Making voters aware that it is easier and more efficient for them to vote at their correct precinct

#### **Strategies: What do you propose to do to improve program performance?**

Some poll workers still make mistakes when determining whether a voter must vote provisionally. We will continue to revise and improve the training process, possibly holding a special training session for Chief Judges and/or new judges. We are also planning to increase our advertisements. We are considering including a detachable voter registration update form with the automobile tax bill insert. We are also considering placing a specifically trained Provisional Ballot Specialist in each precinct on Election Day to concentrate on completing and processing Provisional ballots. In addition, we are looking at ways to advertise to people who are excluded from our current advertisements (e.g. people who do not own cars or ride DATA buses).

#### **Performance Measure: Consistency in percentage of registered voters in inactive status**



#### **Story Behind the Last 2 Years of Performance**

The percentage of registered voters in inactive status should remain at or around 10%. In 2007, our Inactive voters dropped to 9.05%. This is the cleanest our database has ever been.

- Better adherence to list maintenance procedures and time lines
- Timely processing of removal and duplication lists received from the State Board of Elections
- Periodic checks for internal duplications
- Improving data entry and verification methods to decrease the number of internal duplications created
- Insuring that inactive voters who show up to vote on Election Day fill out a voter registration update form
- Addition of an insert in every Durham County automobile tax bill that reminds voters to update their voter registration records when they move
- Addition of an announcement in every Durham City water bill newsletter that reminds voters to update their voter registration records when they move
- Addition of posters in all DATA buses that remind voters to update their voter registration records when they move

#### **Strategies: What do you propose to do to improve program performance?**

The percentage of inactive voters in our voter registration database is now being maintained at an acceptable level by continuing to adhere to list maintenance procedures and time lines. Voters will continue to move, however, and not report it to the Board of Elections. Our goal is to continue reminding the public of the importance of keeping their voter registration records up-to-date.

#### **2007-2008 HIGHLIGHTS**

- The Board of Elections will receive \$225,180 from the City of Durham for conducting municipal elections in 2007.



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# REGISTER OF DEEDS

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## MISSION

The mission of the Office of Register of Deeds is to act as the legal custodian of all land title and all land transaction documents in Durham County and to provide a level of service to the citizens, legal professionals, and other office users that is exemplary and state-of-the-art for the industry.

## PROGRAM DESCRIPTION

As legal custodian of land transactions, and other miscellaneous documents, the Office of the Register of Deeds records and files deeds, deeds of trust, maps, assumed name certificates for corporations, and for partnerships, military records. Additionally, the office administers the oath to notaries public, as well as issuing marriage licenses and delayed birth certificates. The Register of Deeds has the responsibility and liability for canceling deeds of trust and mortgages, and for indexing and cross-indexing documents filed.

## 2006-2007 ACCOMPLISHMENTS

We are continuing our efforts to provide our customers with state-of-the-art approaches to data warehousing, record preservation, and data record retention of these items goes to the core of our existence. In addition we are continuing to make great strides in the area of training. We continue to maintain state certification for every eligible employee in the office. Our technology continues to place us on the cutting edge with software and hardware that provides additional data capacity and greater accessibility to data for the user community. We completed our installation of Electronic Recording (E-Recording) and Artificial Intelligence (AI). We are currently receiving in-state and out-of-state documents over the network. We are also using AI to aid us in the indexing process. Both of these approaches are saving time and money.

- We completed an extensive effort to convert many large-format deed and mortgage books to a smaller more manageable version. The new small format books are printed on acid-free paper which will extend the life of the document as well as provide us with additional space for growth.
- We were able to image additional documents to be placed on-line. This is in keeping with Durham County's plan to make more public records easier to access and more accessible to the citizens of Durham.
- Work has begun on the unification of Vital Records (Birth and Death, previously housed in the Public Health Department) to the Register of Deeds office. Vital Records in all other counties in North Carolina come under the office of Register of Deeds. The past structure caused many problems for the citizens as well as an administrative problem for the Health Department as well as the Register of Deeds, who remained responsible for the safety and integrity of the Birth and Death records. This is by no means an easy task. It will require the combined efforts of both areas of administration as well as major renovations to the office of Register of Deeds, including the installation of a security system to ensure the safe storage and handling of the Birth and Death records, some of which date to 1913.
- The Durham County Register of Deeds completed a term as President of the North Carolina Association of Registers of Deeds on September 26, 2006 at the state conference of the Association. During this term as president, the Register logged a little under 5,000 miles in 12 days, traveling across the state to visit the office of all 100 North Carolina Registers.
- Durham County Register of Deeds received two (2) coveted awards this year. The first is "Outstanding Register of Deeds", presented by the North Carolina Association of County Commissioners. This award is given to the outstanding Register for the year. The second award is the "Eunice Ayers Distinguished Service Award", which is presented to the Register selected by the NCARD for excellence and outstanding service to the Association. The recipient of each award is selected by a majority of his/her peers, and receiving either award is considered a high honor.
- The Register of Deeds staff has completed 360 hours of training. Ten (10) staff members retained their certification from the Institute of Government, and two (2) new staff members received certification. Also three (3) members attended and completed the newly implemented advanced course for Registers and Deputies.

# Register of Deeds

Fund: General

Functional Area: General Government

Funds Center: 4180220000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$938,203	\$1,003,307	\$979,378	\$1,108,538	\$1,108,538
Operating	\$289,419	\$311,367	\$412,794	\$483,071	\$710,433
Capital	\$151,408	\$200,000	\$15,305	\$250,000	\$250,000
<b>Total Expenditures</b>	<b>\$1,379,030</b>	<b>\$1,514,674</b>	<b>\$1,407,477</b>	<b>\$1,841,609</b>	<b>\$2,068,971</b>
▽ <i>Revenues</i>					
Investment Income	\$2,343	\$0	\$0	\$0	\$0
Service Charges	\$4,312,779	\$3,501,500	\$4,028,662	\$3,930,000	\$4,245,000
Other Revenues	\$2	\$0	\$15	\$0	\$0
<b>Total Revenues</b>	<b>\$4,315,123</b>	<b>\$3,501,500</b>	<b>\$4,028,677</b>	<b>\$3,930,000</b>	<b>\$4,245,000</b>
<b>Net Expenditures</b>	<b>(\$2,936,094)</b>	<b>(\$1,986,826)</b>	<b>(\$2,621,200)</b>	<b>(\$2,088,391)</b>	<b>(\$2,176,029)</b>
FTEs	18.00	18.00	18.00	20.00	20.00

## 2007-2008 Work Objectives

- The Vital Records reunification project will be a very large effort which will require many hours of work, planning and coordination on the part of all senior staff and office members involved in the move.
- It is our goal to have all Real Estate records imaged and available online by the end of FY 07/08.
- Either of these planned goals represents a full work agenda. We plan on completing both as our major activity while conducting our day-to-day activities.

## 2006-2007 PERFORMANCE MEASURES

### Story Behind the Last 2 Years of Performance

- Due to document fluctuations, we were unable to accurately predict recording personnel requirements.
- There was a lack of trained staff.
- Changes to existing document handling processes at the recording station were required due to the volume of documents received and to the skill level of recorders.

### Strategies: What do you propose to do to improve program performance?

- We have added necessary permanent staff.
- Current staff is well-trained in core area(s) of responsibility.
- Cross-training is being done to ensure interchangeable, well-trained staff is always available in all areas.
- E-Recording is working well and will continue to improve over-all recording efficiency.
- Place more records on-line so that some now required "in-office" activities can be done prior to the visit to record

## 2007-2008 HIGHLIGHTS

- On July 2, 2007, Vital Records (Durham County Birth and Death records) will move from Public Health to the Office of the Register of Deeds located in the Old County Courthouse, at 200 East Main Street, Ground Floor. The number for Vital Records will be: **919.560.0495**. The public will obtain certified copies of births and deaths at the Register of Deeds office.
- Vital Records project \$252,378 (back file conversion, shelving in vault, reconfiguration of office space and update security)
- Move 2 positions from Public Health to Register of Deeds for Vitals Records
- Increase for re-creation of books

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# General Services

Fund: General

Functional Area: General Government

Business Area: 4190

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,699,900	\$1,899,851	\$1,846,325	\$2,203,334	\$2,048,442
Operating	\$5,084,242	\$5,377,594	\$4,877,233	\$7,742,893	\$5,993,954
Capital	\$18,155	\$160,000	\$144,319	\$126,000	\$0
<b>Total Expenditures</b>	<b>\$6,802,297</b>	<b>\$7,437,445</b>	<b>\$6,867,877</b>	<b>\$10,072,227</b>	<b>\$8,042,396</b>
▽ <i>Revenues</i>					
Intergovernmental	\$38,316	\$136,664	\$28,442	\$141,993	\$141,993
Rental Income	\$21,462	\$20,000	\$20,053	\$20,000	\$20,000
Service Charges	\$559,764	\$532,900	\$542,186	\$544,000	\$544,000
<b>Total Revenues</b>	<b>\$619,541</b>	<b>\$689,564</b>	<b>\$590,681</b>	<b>\$705,993</b>	<b>\$705,993</b>
<b>Net Expenditures</b>	<b>\$6,182,756</b>	<b>\$6,747,881</b>	<b>\$6,277,196</b>	<b>\$9,366,234</b>	<b>\$7,336,403</b>
FTEs	36.00	39.00	39.00	43.00	39.00

## 2007-2008 HIGHLIGHTS

### Administration

The approved budget amount allows the general services administrative division to maintain current levels of service.

- Continues the Youth Worker Program
- Key machine and locksmith tools for Locksmith position approved in FY07 budget.

### Public Buildings

- Security renovation for the court system in the judicial building and judicial annex.
- Workspace partitions for the Human Resources Department
- Interior lighting replacement for the Animal Shelter
- Semi-Annual carpet cleaning for the North and East Regional Libraries
- Roof Replacement for the EMS station on Milton Rd.
- New Security cameras for the Detention Center
- Major service on the boiler system in the Detention Center
- Replace lobby flooring in the waiting area of the Detention Center

### Pest Control

The approved budget amount allow the general services pest control division to maintain current levels of service

### Mail room

The approved budget amount allow the general services mailroom division to maintain current levels of service

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# GENERAL SERVICES-ADMINISTRATION

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## MISSION

The Mission of General Services is to provide quality maintenance services to our customers in a safe and cost effective manner.

## PROGRAM DESCRIPTION

General Services Administration is responsible for the planning, organization, control, direction, and staffing of the General Services department. The department is responsible for the solid waste efforts of the County; maintenance and repairs to all County facilities and properties; provides project management services for County capital projects; provides mail courier services; signage for County roads; and provides animal control services to the general public. The General Services Department is open from 7:30 am to 5:00 pm and is located at 310 South Dillard Street, Durham, North Carolina.

## 2006-2007 ACCOMPLISHMENTS

- Utilized new FTE's to improve quality of services provided
- Took ownership of new East and North Regional Libraries and EMS #2
- Returned ownership of Stanford L. Warren Library following renovation/addition project
- Completed installation of security revolving door at the Judicial Building
- Replaced Roof on Cooperative Extension Building lower level roof
- Completed design phase for installation of emergency generators at the Community Shelter, Main Library and General Services Complex
- Completed video surveillance upgrade at Lincoln Community Health Center
- Replaced old 75 kw generator at Lincoln Community Health Center with new 150 kw generator
- Replaced broken concrete steps at the Administrative Complex loading dock

## General Services-Administration

Fund: General

Functional Area: General Government

Funds Center: 4190410000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,587,495	\$1,782,880	\$1,735,078	\$2,082,353	\$1,927,461
Operating	\$427,582	\$372,088	\$393,748	\$429,116	\$426,786
Capital	\$18,155	\$0	\$0	\$120,000	\$0
<b>Total Expenditures</b>	<b>\$2,033,233</b>	<b>\$2,154,968</b>	<b>\$2,128,826</b>	<b>\$2,631,469</b>	<b>\$2,354,247</b>
▽ <i>Revenues</i>					
Intergovernmental	\$38,316	\$28,408	\$28,442	\$30,056	\$30,056
Rental Income	\$21,462	\$20,000	\$20,053	\$20,000	\$20,000
Service Charges	\$0	\$600	\$0	\$0	\$0
<b>Total Revenues</b>	<b>\$59,777</b>	<b>\$49,008</b>	<b>\$48,495</b>	<b>\$50,056</b>	<b>\$50,056</b>
<b>Net Expenditures</b>	<b>\$1,973,455</b>	<b>\$2,105,960</b>	<b>\$2,080,331</b>	<b>\$2,581,413</b>	<b>\$2,304,191</b>
FTEs	33.00	36.00	36.00	40.00	36.00

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# GENERAL SERVICES-PUBLIC BUILDINGS

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## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost effective manner.

## PROGRAM DESCRIPTION

Costs of maintenance and repair of all major facilities owned or operated by Durham County is budgeted within this cost center. A total of 1,458,485 building square feet consisting of 1,360,135 (county owned), 58,162 (county leased), and 40,188 (ABC Board) is maintained by General Services, see attached listing. Activities performed in this program include, but is not limited to: plumbing, heating/air conditioning, electrical services; minor renovations to county facilities; energy management and utilities; and miscellaneous contracts for janitorial, elevators, chiller/HVAC, water treatment, etc.

## 2006-2007 ACCOMPLISHMENTS

- Completed second floor renovations in the Health Services Building for Veterans Services, Welcome Center, and Public Health
- Installed new blinds on windows and painted room black for program shows and skits at the CJRC
- Installed push button security locks for the Tax Office
- Installed new drapes and sheers in the BOCC chambers
- Added floor outlets for computers, installed shelving, hung pictures and plaques and installed bathroom accessories at the new North and East Regional Libraries
- All grounds maintenance staff attended a pesticide safety class conducted by Durham County Horticulture agent Michelle Wallace
- Removed all Holly shrubs at the Cooperative Extension building and replaced with new as requested by the Extension Agent
- Installed 50 feet of chain link fence at the Health Department for additional parking security and the Tooth Ferry bus
- Removed all Juniper plants along Parrish Street at the Judicial Building to coordinate City upgrades to the sidewalks and upgraded all large planters to include plant replacement.
- Cleaned all grassed area on the hill behind the Roxboro Street parking deck
- Took ownership of building and grounds at the North and East Regional Libraries, and Stanford L. Warren Library following construction/renovation. Reorganized the ground maintenance division to North, South, and Central teams.

# General Services-Public Buildings

Fund: General

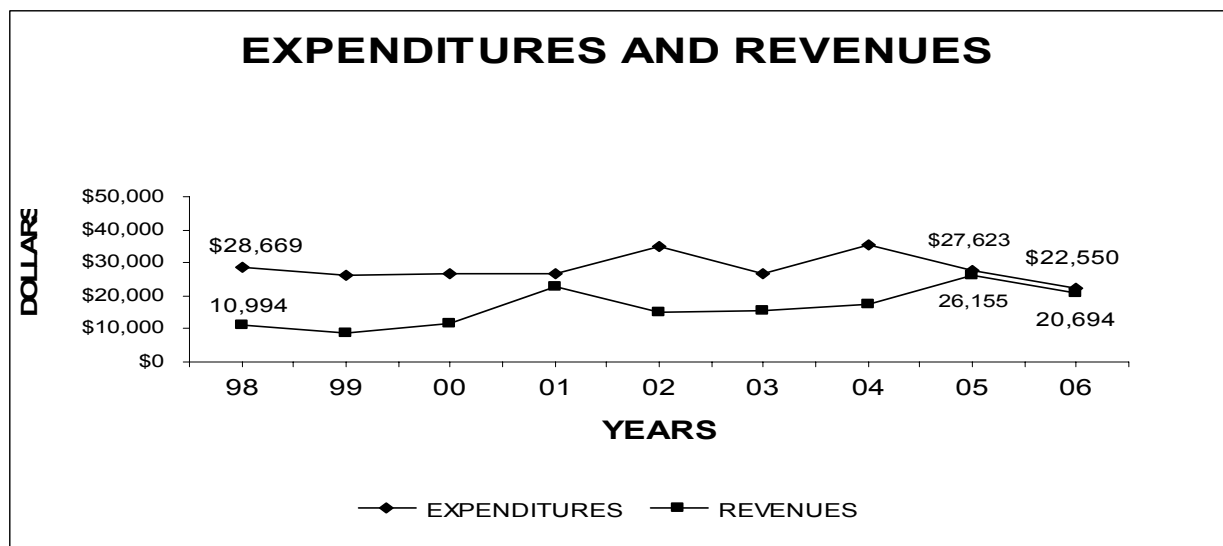
Functional Area: General Government

Funds Center: 4190420000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$4,634,980	\$4,973,597	\$4,456,827	\$7,281,499	\$5,534,892
Capital	\$0	\$160,000	\$144,319	\$6,000	\$0
<b>Total Expenditures</b>	<b>\$4,634,980</b>	<b>\$5,133,597</b>	<b>\$4,601,146</b>	<b>\$7,287,499</b>	<b>\$5,534,892</b>
▽ <i>Revenues</i>					
Intergovernmental	\$0	\$108,256	\$0	\$111,937	\$111,937
Service Charges	\$559,764	\$532,300	\$542,186	\$544,000	\$544,000
<b>Total Revenues</b>	<b>\$559,764</b>	<b>\$640,556</b>	<b>\$542,186</b>	<b>\$655,937</b>	<b>\$655,937</b>
<b>Net Expenditures</b>	<b>\$4,075,217</b>	<b>\$4,493,041</b>	<b>\$4,058,960</b>	<b>\$6,631,562</b>	<b>\$4,878,955</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## 2007-2008 PERFORMANCE MEASURES

Performance Measure: Stadium Cost – Revenue vs. Expenditure



### Story behind the last two years of performance

- Stadium Authority increased user fees in February 2004 and February 2006, to increase revenue potential.
- Because of normal wear and tear, basic maintenance of the facility is also increasing.
- The graph above reflects the difference between expenditures and revenues closing between FY 2004 and FY 2005.

### Strategies: What do you purpose to do to improve program performance?

- Investigate options to reduce facility expenditures
- Utilize web site and other low cost advertising to help increase revenues
- Funding requested in the 10-year CIP to renovate for code compliance



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# GENERAL SERVICES-PEST CONTROL

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## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost effective manner.

## PROGRAM DESCRIPTION

The Pest control Program provides Pest Control Services for County-owned buildings and mosquito control services for areas within the geographical boundaries of Durham County. Activities include regular scheduled spraying of approximately 55 County properties, including ABC stores, and EMS facilities for the control of pest and the prevention of mosquito breeding by cutting, clearing, cleaning, larviciding, and herbiciding of drainage areas. The program provides public assistance for violation, orders of abatement, and educational information under the guidance of the North Carolina Department of Pest Management.

## 2006-2007 ACCOMPLISHMENTS

- Treated approximately 30,000 square feet per month of county owned/leased facilities
- Treated 23,400 linear feet of drainage ditch for mosquito control with 234 briquettes
- Provided mosquito control services and educational materials to county residents as requested
- Provided monthly pest control services to approximately 55 county facilities

## General Services-Pest Control

**Fund:** General

**Functional Area:** General Government

**Funds Center:** 4190450000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$41,258	\$43,112	\$42,764	\$44,721	\$44,721
Operating	\$7,227	\$11,316	\$5,037	\$11,153	\$11,153
<b>Total Expenditures</b>	<b>\$48,485</b>	<b>\$54,428</b>	<b>\$47,801</b>	<b>\$55,874</b>	<b>\$55,874</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$48,485</b>	<b>\$54,428</b>	<b>\$47,801</b>	<b>\$55,874</b>	<b>\$55,874</b>
FTEs	1.00	1.00	1.00	1.00	1.00

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# GENERAL SERVICES-MAILROOM

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## MISSION

The mission of General Services is to provide quality maintenance services to our customers in a safe and cost effective manner.

## PROGRAM DESCRIPTION

The mailroom provides the pick-up and delivery of interdepartmental mail and the metering and processing of outgoing US Mail. Activities in this organization include pick-up, delivery, and processing US Mail, processing Federal Express and UPS request, the pick-up and delivery of incoming and out-going interdepartmental mail between approximately thirty agencies, the metering and charge-back of postal charges to departments; bulk purchase and distribution of copy paper and courier services weekly or as needed to members of the Board of County Commissioners.

## 2006-2007 ACCOMPLISHMENTS

- Continued working to educate users on how to reduce first class mail and maximize pre-sort mailing
- Processed 658,540 pieces of U.S. Mail

## General Services-Mailroom

**Fund:** General

**Functional Area:** General Government

**Funds Center:** 4190460000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$71,147	\$73,860	\$68,483	\$76,260	\$76,260
Operating	\$14,452	\$20,593	\$21,621	\$21,125	\$21,123
<b>Total Expenditures</b>	<b>\$85,599</b>	<b>\$94,453</b>	<b>\$90,104</b>	<b>\$97,385</b>	<b>\$97,383</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$85,599</b>	<b>\$94,453</b>	<b>\$90,104</b>	<b>\$97,385</b>	<b>\$97,383</b>
FTEs	2.00	2.00	2.00	2.00	2.00

# Information Technology

Fund: General

Functional Area: General Government

Business Area: 4200

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$2,389,915	\$2,718,265	\$2,747,414	\$3,523,673	\$2,560,102
Operating	\$1,075,625	\$1,780,388	\$1,390,133	\$1,949,861	\$1,778,750
Capital	\$2,629	\$143,200	\$0	\$103,291	\$0
<b>Total Expenditures</b>	<b>\$3,468,169</b>	<b>\$4,641,853</b>	<b>\$4,137,547</b>	<b>\$5,576,825</b>	<b>\$4,338,852</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$3,468,169</b>	<b>\$4,641,853</b>	<b>\$4,137,547</b>	<b>\$5,576,825</b>	<b>\$4,338,852</b>
FTEs	38.15	39.15	39.15	44.15	33.15

## 2007-2008 HIGHLIGHTS

- 6 FTEs have been transferred to the newly created SAP Shared Services department
- All County landlines and network connections continue to be budgeted in Voice Communications
- Maintenance and repair of equipment is budgeted at \$486,337

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# INFORMATION TECHNOLOGY

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## MISSION

Information Technology's mission is to help other agencies of Durham County Government better serve the Citizens of Durham.

## PROGRAM DESCRIPTION

### Department's Purpose:

The Information Technology Department provides consulting, installation and management of computers and technology for the County. This includes engineering and support of the Durham County wide-area-network backbone, desktop support, and applications development and support to the agencies of Durham County Government.

The first priority of the IT Department is to support the existing computers and applications used by the County Agencies to provide services to Durham County Citizens. The goal is to provide a stable, predictable and reliable computing environment.

A second and perhaps more important priority of Information Technology's objectives is to advise, plan, implement and manage new uses of technology to improve the ability of Durham County Agencies to provide effective and efficient service to our citizens.

### Organization Description:

Information Technology is organized into four divisions, Development & Support, Operations, Network Services and Administration.

The Development & Support division includes programmers, programmer/analysts and systems analysts. The Operations group is responsible for the day-to-day operations in the computer room, the mainframe computers and operating systems, and terminals. The Network Engineering & Support team is responsible for designing and supporting the Durham County Wide-Area-Network, network servers, application servers, desktop workstations and communications. The Administration group manages accounting, recruiting, planning, fiscal management, telecommunications, etc.

## 2006-2007 ACCOMPLISHMENTS

- Provided all required technical support for the successful implementation of SAP, a fully integrated business controls system, featuring online benefit enrollment, remote employee time entry and personnel interface services. Continuing support to Finance, Human Resources and Budget of SAP system.
- Successfully completed implementation of SAP Solution Manager, a platform that provides the integrated content, tools, and methodologies needed to implement, support, operate and monitor the SAP system, as well as access to SAP's best practices on change management methodologies, SAP Early Watch Alert, system monitoring, interface monitoring and business process monitoring, service level reporting.
- Completed Phase I of Document Management and Imaging project in DSS, which will reduce paper, minimize document redundancy, save space and provide faster and more efficient access to electronic documents. Proceeding onto integrating Document Management and Imaging project Food Stamps Program.
- Web enablement of DSS client information collection in client tracking and built a more robust database to support current and future requirements, the DSS worker identification (district) process, disruptive client notification for DSS and DSS scheduler and re-certification process for food stamps.
- Successfully planned and implemented/or upgraded all Library applications systems to ready the Library network and software to support the opening of the new regional libraries in 2006. New master catalog systems, RFID tags, IP Telephones, Self Checkout and managed wireless public internet access were installed to support opening of East, North and Warren branches.
- Implemented Granicus web-casting services in the Board of County Commissioners Chambers to enhance public awareness and understanding of the actions of the Durham County Board.

# Information Technology

Fund: General

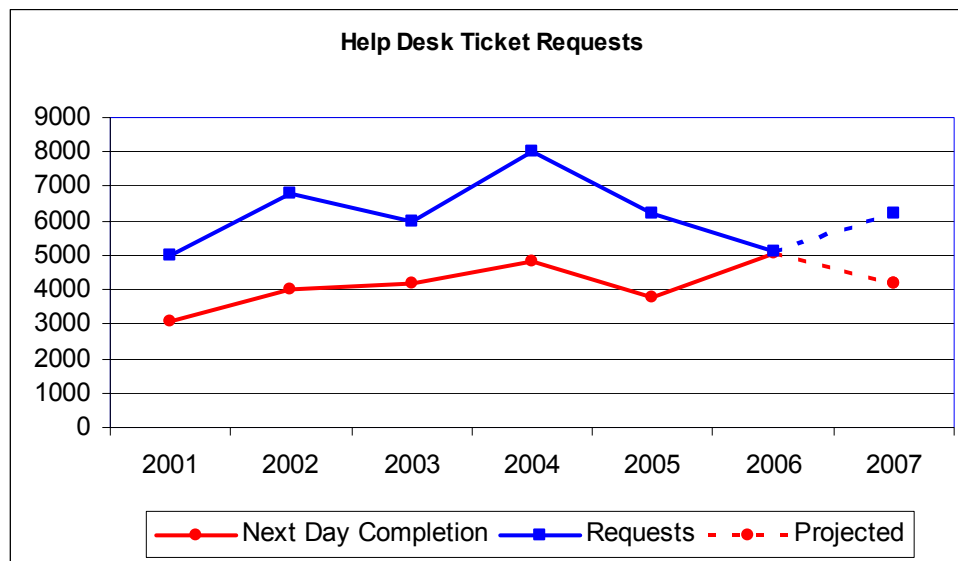
Functional Area: General Government

Funds Center: 4200191000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$2,389,915	\$2,718,265	\$2,747,414	\$3,523,673	\$2,560,102
Operating	\$1,075,625	\$1,052,394	\$808,379	\$1,179,477	\$1,008,366
Capital	\$2,629	\$143,200	\$0	\$103,291	\$0
<b>Total Expenditures</b>	<b>\$3,468,169</b>	<b>\$3,913,859</b>	<b>\$3,555,793</b>	<b>\$4,806,441</b>	<b>\$3,568,468</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$3,468,169</b>	<b>\$3,913,859</b>	<b>\$3,555,793</b>	<b>\$4,806,441</b>	<b>\$3,568,468</b>
FTEs	38.15	39.15	39.15	44.15	33.15

## 2006-2007 PERFORMANCE MEASURES

**Performance Measure:** Number of reported failures resolved by the next business day



### Story Behind the Last Two Years of Performance

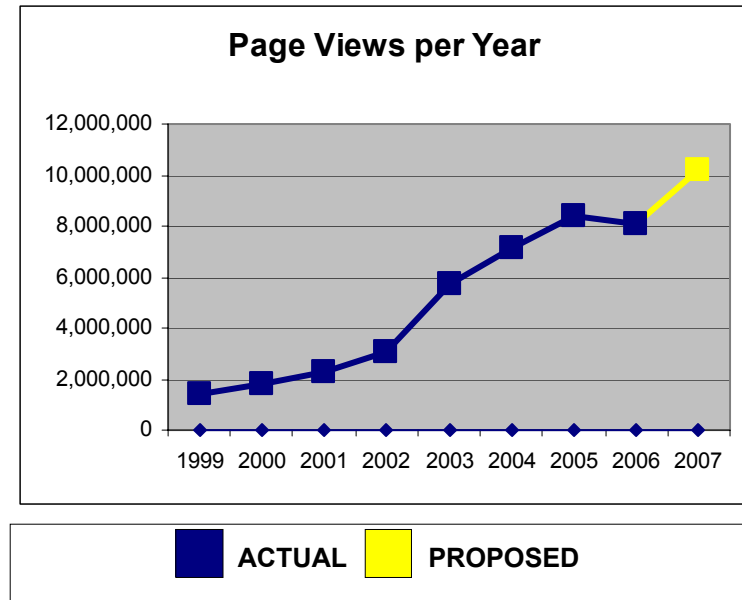
Durham County Government's technology staffs consists of over 30 professionals including an administrative and help desk staff; computer operations staff; network and desktop support technicians, network administrators, network and security engineers, systems developers, systems analysts and programmers. Over the years, it has grown and changed to meet the requirements for service to departments. Implementation of centralized call tracking and management through a Help Desk system in 2000 improved services and the integration and cross training and utilization of help desk and desktop support under a single first-line supervisor further improved service almost 2 years ago. This past year the integration and supervision of Social Services first-level support into the IT Help Desk and Desktop Support functions has also improved and strengthened our ability to provide quality services to our users.

### Strategies: What do you propose to do to improve program performance?

Our Help Desk records and attempts to resolve issues over the telephone. If issues are not resolved, the Help Desk directs them to a manager or supervisor who assigns it to a staff member. The staff member makes contact and

resolves the problem. Our staff responds to calls throughout the County covering our core administrative complex as well as dozens of outlying and remote sites.

### Performance Measure: County Internet Website



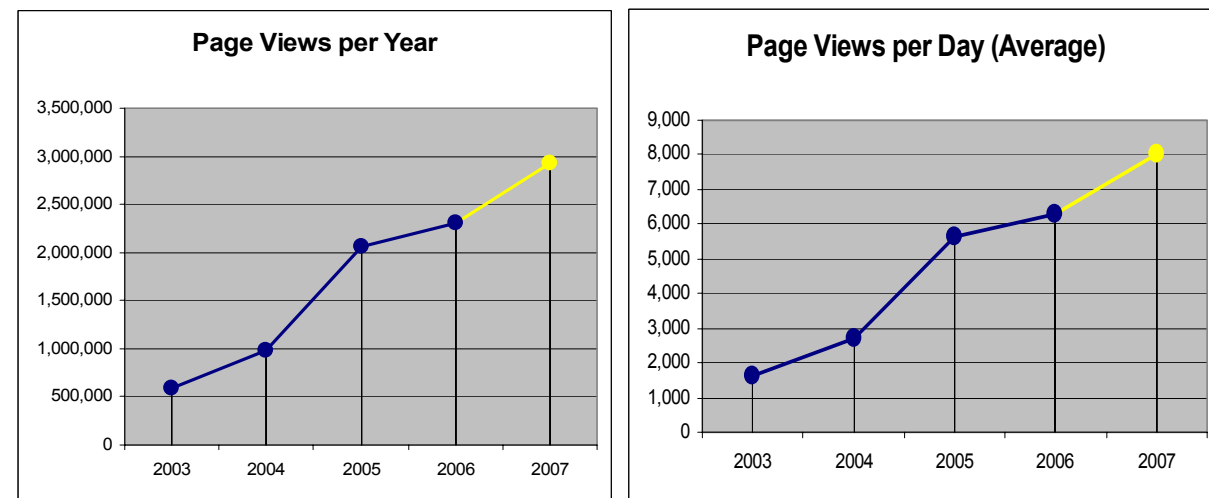
#### Story Behind the Last Two Years of Performance

The Information Technology department has implemented a Website Content Management System (WCMS). The mission of the WCMS is to provide comprehensive coordination of citizens' county web experience. The WCMS solution enables departments to create, manage, update and delete content of their web sites and allows them to control user access, and standardize management of how the site appears.

#### Strategies: What do you propose to do to improve program performance?

IT will work with departments' web administrators to incorporate the County feedback suggestions and to develop their own internal surveys for improvement.

### Performance Measure: County Intranet Site



#### Story Behind the Last Two Years of Performance

IT needs to continue getting the word out and to continuously monitor feedback from the Intranet to ensure employee confidence in data accuracy. System reliability and availability is monitored by IT every day. IT tracks Intranet security and reliability through the use of network software logs and alerts that identify and measure potential security breaches and we make changes as necessary to eliminate the breaches. The Networks division of IT maintains the network reliability using special software tools and conducts periodic maintenance off-hours to maintain both security and reliability. The planned outages for maintenance and upgrades are performed off-hours so as to not disrupt network availability. We have not had any Intranet outages since it was implemented.

#### Strategies: What do you propose to do to improve program performance?

Implement external access to Intranet. Implement requested applications, refresh the design and content of the Intranet, provide better search tools, and allow personalized portals. These projects will be incorporated according to project plans in response to departments/user requests and prioritized by need.

# Voice Communications

Fund: General

Functional Area: General Government

Funds Center: 4200192000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$0	\$727,994	\$581,754	\$770,384	\$770,384
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$727,994</b>	<b>\$581,754</b>	<b>\$770,384</b>	<b>\$770,384</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>\$727,994</b>	<b>\$581,754</b>	<b>\$770,384</b>	<b>\$770,384</b>
FTEs	0.00	0.00	0.00	0.00	0.00

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# HUMAN RESOURCES

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## MISSION

The mission of Durham County Government's Human Resources Department is to advance organizational goals by RECRUITING, DEVELOPING AND RETAINING EXCELLENT EMPLOYEES.

## PROGRAM DESCRIPTION

The Human Resources Department's purpose is to maximize the County's human resources investment by removing barriers to productivity. The HR department achieves this goal through the following functional programs: (A) Recruitment and Selection – attracting and hiring the best available candidates; (B) Classification and Compensation – maintaining internal equity and external competitiveness; (C) Employee Relations – maintaining an organizational climate conducive to positive and effective communication; (D) Policy Development – ensuring clear consistent application of processes and procedures (E) Training and Development – improving and expanding workforce capability and productivity; (F) Benefits Management – ensuring comprehensive, competitive, cost effective coverage; (G) Records Management – maintaining an efficient and legal records system; and (H) Performance Review – providing specific feedback to improve performance and reward for results achieved, thereby providing motivation.

## 2006-2007 ACCOMPLISHMENTS

- Implemented a Mediation Program for County employees
- Transitioned to new (NO COST) Employee Assistance Program (EAP)
- Realized a 5% decrease in dental insurance rates
- Introduced the 1st Annual Employee Recognition and Awards Luncheon
- Negotiated health insurance plan with new carrier with no increase in premiums for the 2007 benefits year
- Completed a benchmark salary study and implemented market adjustments for County employees
- Developed a Wellness Initiative and selected a Wellness partner to operate the County's first Employee Wellness Clinic
- Held the first "Benefits and Wellness Expo" featuring more than 50 onsite vendors who provided flu shots, benefits and wellness information to County employees
- Implemented new SAP Training and Event Management Module

## 2007-2008 Work Objectives

- Promote Wellness Initiative countywide to encourage maximum employee participation
- Review and revise post retirement healthcare and other post-employment benefits (OPEB) to address GASB45 concerns while maintaining a competitive retirement plan
- Enhance recruitment efforts to reach qualified Hispanic/Latino job candidates
- Align policies, procedures and forms to complement SAP-HR ERP
- Investigate options for moving to paperless processes and expanding employee self-service (ESS)
- Review County's job classifications to recommend appropriate adjustments to the Pay Plan
- Enhance recruitment, benefits, and personnel actions modules in the automated SAP-HR system
- Continue to train workforce on the new procedures and processes generated by SAP applications
- Activate and utilize the SAP e-Recruitment module

## 2007-2008 HIGHLIGHTS

The approved budget allows Human Resources to maintain current level of service.

Plus:

- 1 new position – HR analyst (benefits)
- Funds for SAP related training for HR staff
- Funds for SAP consultant



# Human Resources

Fund: General

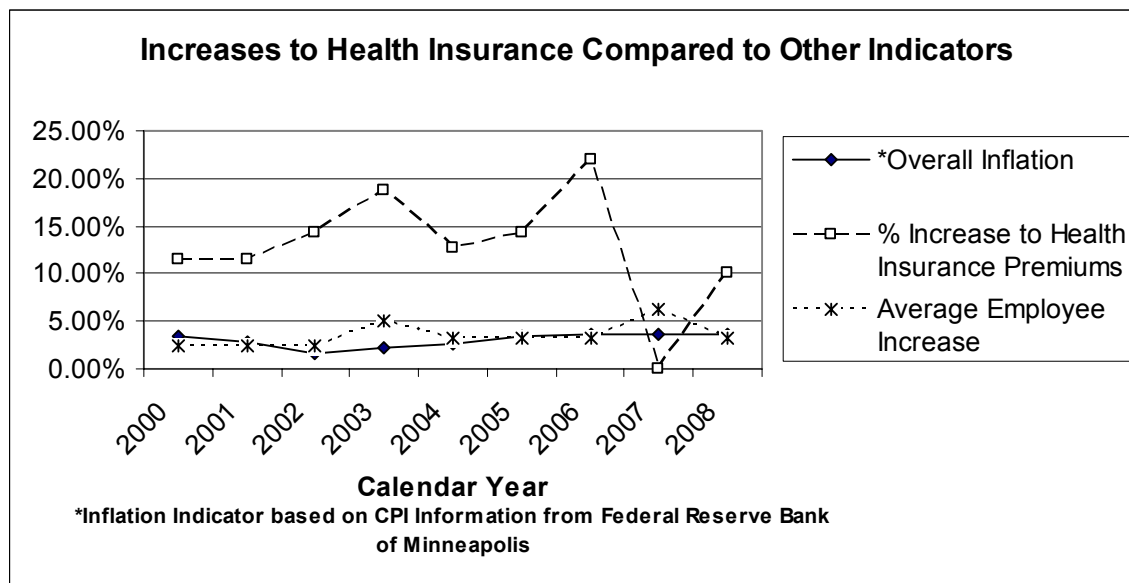
Functional Area: General Government

Funds Center: 4240170000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$1,062,838	\$1,184,253	\$1,185,889	\$1,694,420	\$1,378,923
Operating	\$204,333	\$303,051	\$338,924	\$653,153	\$309,709
<b>Total Expenditures</b>	<b>\$1,267,171</b>	<b>\$1,487,304</b>	<b>\$1,524,813</b>	<b>\$2,347,573</b>	<b>\$1,688,632</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$1,267,171</b>	<b>\$1,487,304</b>	<b>\$1,524,813</b>	<b>\$2,347,573</b>	<b>\$1,688,632</b>
FTEs	17.00	17.00	17.00	23.00	18.00

## 2007-2008 PERFORMANCE MEASURES

Performance Measure: Health Insurance Premiums

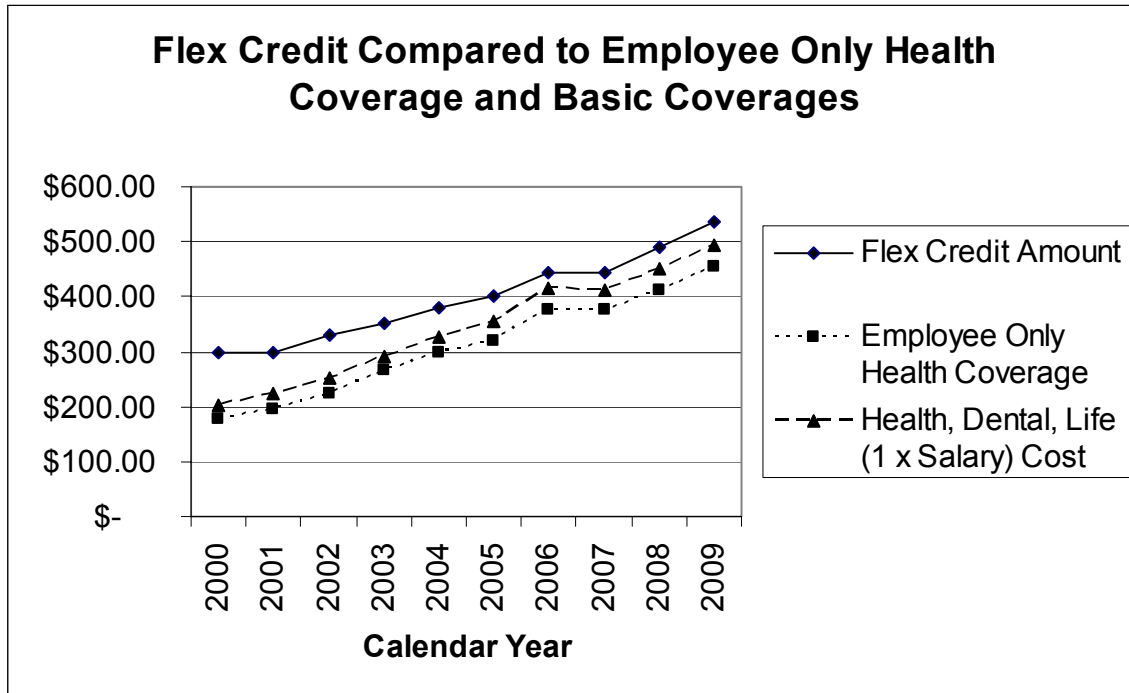


## Story Behind the Last 2 Years of Performance

Health insurance premiums have increased steadily over past years. Durham County Government has applied different strategies to keep increases in healthcare costs as low as possible.

- When the trend increase for benefit rates was 12% for the year beginning January 1, 2007, the County was able to negotiate a continuation of its 2006 rates. The 2007 rate increase was avoided, in part, by offering medical benefits through one health insurer instead of two as in previous years.
- A 10% increase is projected for 2008 healthcare rates with no changes to the benefits plan. This is a significant improvement over the 22% increase incurred with the County's primary carrier in the 2006 benefits year.

## Performance Measure: Flex Credit



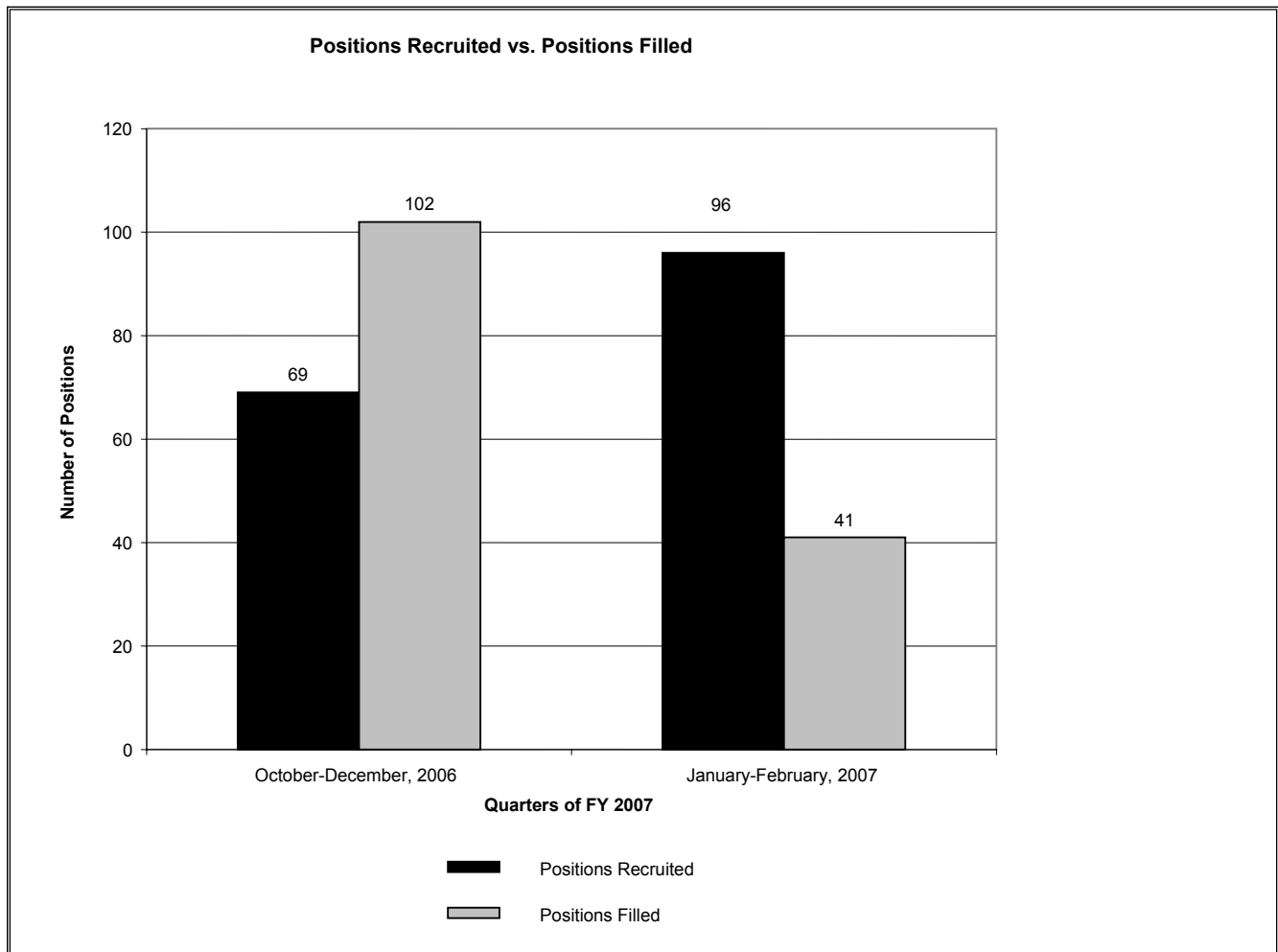
### Story Behind the Last 2 Years of Performance

The gap between the Flex Credit and actual cost of basic coverage for the average employee has become smaller each year. Many employees with dependents are not able to cover the cost of basic coverage with the Flex Credit provided.

### Strategies: What do you propose to do to improve program performance?

- Aggressively promote the employee wellness program to improve employees overall health and to lower claims and future rate increases
- Separate active and retiree rates to avoid a blended insurance premium rate
- Utilize a consultant to review and recommend changes to the County's benefits plans
- Prepare an RFP for new rate quotes for the 2009 benefits year

## Performance Measure: Positions Recruited vs. Positions Filled



### Story Behind the Last 2 Years of Performance

The Employment Services Division began measuring the effectiveness of recruitment efforts by looking at hiring statistics for the second and third quarter of the fiscal year. In the second quarter we measured the number of positions recruited against the number filled:

	Positions Recruited	Positions Filled
• October -December, 2006	69	*102
• January -February, 2007	96	41

\*Positions filled during this period include those for which the vacancy was posted at any time during the year, but for which the hire did not occur until the second quarter of the fiscal year. Example: Vacancy posted April 2006 – Hire date February 2007

In the third quarter we added statistics for the length of time from posting to filling the position and from the receipt of the selection package to approval and entry on duty. The objective was to determine if the recruitment process was a hindrance to filling positions in a timely manner. Recruitment efforts have been severely hindered by the lack of a functional electronic recruitment process.

The average number of workdays from posting to selection has also been significantly impacted by positions deemed as “critical” to the County. Critical positions are defined as those which are difficult to fill and/or retain staff. Examples of critical positions include those in Engineering, Health Education, Public Health and Child Protective Services.

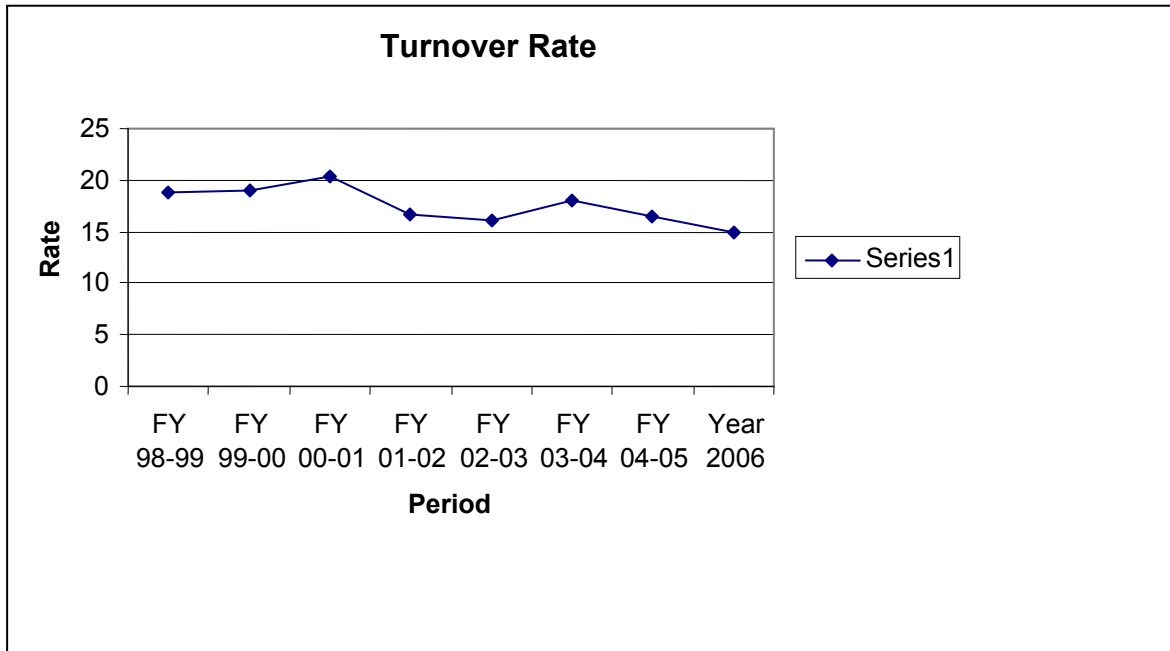
- Average number of workdays from posting to Selection = 244
- Average number of workdays from receipt of selection packet to notification of approval = 4.15
- Average number of workdays from selection approval notification to Entry on Duty (EOD) = 26

**Strategies: What do you propose to do to improve program performance?**

In order to improve program performance, a more aggressive recruitment strategy is planned. This includes:

- Examining other agencies for recruitment and retention best practices
- Utilizing more aggressive and non-traditional advertising strategies
- Increasing involvement with departments for assistance in posting, screening and interviewing for “best match” applicants
- Greater outreach to Hispanic/Latino and Spanish speaking job candidates
- Establishing formal relationships with area institutions of higher learning, including establishing an Internship Program
- Continue ongoing dialogue with IT to establish an electronic recruitment process as a priority

## Performance Measure: Turnover Rate



### Story Behind the Last 2 Years of Performance:

The Turnover rate is influenced by a variety of factors that impact the County's ability to hire and retain competent employees. One factor that affected the rate was the Mental Health Department Reduction in Force triggered by the State's Mental Health Reform.

Since the original story, significant measures were implemented which had a positive impact on the turnover rate. Among them:

- Supervisory training on effective interviewing and retention techniques
- More HR involvement with hiring authorities on effective retention strategies
- Increased efforts to maintain a competitive pay structure
- Responsiveness to compensation and internal equity issues
- Award of Substantial Equivalency by the North Carolina Office of State Personnel which allowed flexibility in establishing job requirements

As a result of these efforts, we expect a slight decrease in the turnover rate.

\* Due to the 2005 conversion of ERP from AMS to SAP, complete data for fiscal year 2004-05 is unavailable. The projected turnover rate is based on available data. Previous reported data trends toward the projected decrease. Data was previously tracked on a fiscal year basis is now being tracked on a calendar year.

### Strategies: What do you propose to do to improve program performance?

- Continue to work with hiring authorities to address potential recruitment and retention issues in advance
- Meet with hiring authorities to assist in screening applications for those best qualified based on job specific pre-determined hiring criteria
- Work with departments to ensure positions are properly classified and employees are compensated appropriately for duties being performed and
- Continue to search for ways to maintain a competitive pay structure which rewards outstanding performance

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# BUDGET AND MANAGEMENT SERVICES

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## MISSION

The Budget Section is responsible for the efficient and accurate preparation and day-to-day administration of the annual operating budget in accordance with NCGS 159. The mission of the Management Services section is to provide technical and professional support and assistance to the County Manager and County departments.

## PROGRAM DESCRIPTION

The responsibilities of Budget and Management Services include the annual budget process, assisting departments with preparation of their budgets, analyzing all budget requests and preparing the County Manager's annual recommended budget. In addition, the Budget Section prepares and maintains the County's capital improvement plan, performs management analysis and program evaluations for the County Manager, Board of Commissioners and County departments and oversees the administration of the County's operating budgets. The Management section provides revenue and fee analysis, customer service surveys, budget and administration support, cost reduction and performance review analysis, and management of non-profit and related grant administration.

## 2006-2007 ACCOMPLISHMENTS

- Received Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award.
- Prepared the "Annual Operating Budget" document as well as a "Budget in Brief" document for public distribution.
- Budget document placed on the County's website for public access.
- Prepared three quarterly reports for the Board of County Commissioners and County Management, monitoring departmental revenues and expenditures during the year.
- Prepared an updated budget manual and other material distributed to the departments and agencies on schedule. Placed budget manual on the Intranet for convenience and cost effectiveness.
- Preparation of a ten-year Capital Improvement Plan, which occurs every two year.
- Updated the annual Capital Financing Plan

## 2007-2008 HIGHLIGHTS

The approved budget allows Budget and Management Services to maintain current levels of service.

Plus:

- Funds for SAP related training for Budget staff
- Budget intern

# Budget and Management Services

Fund: General

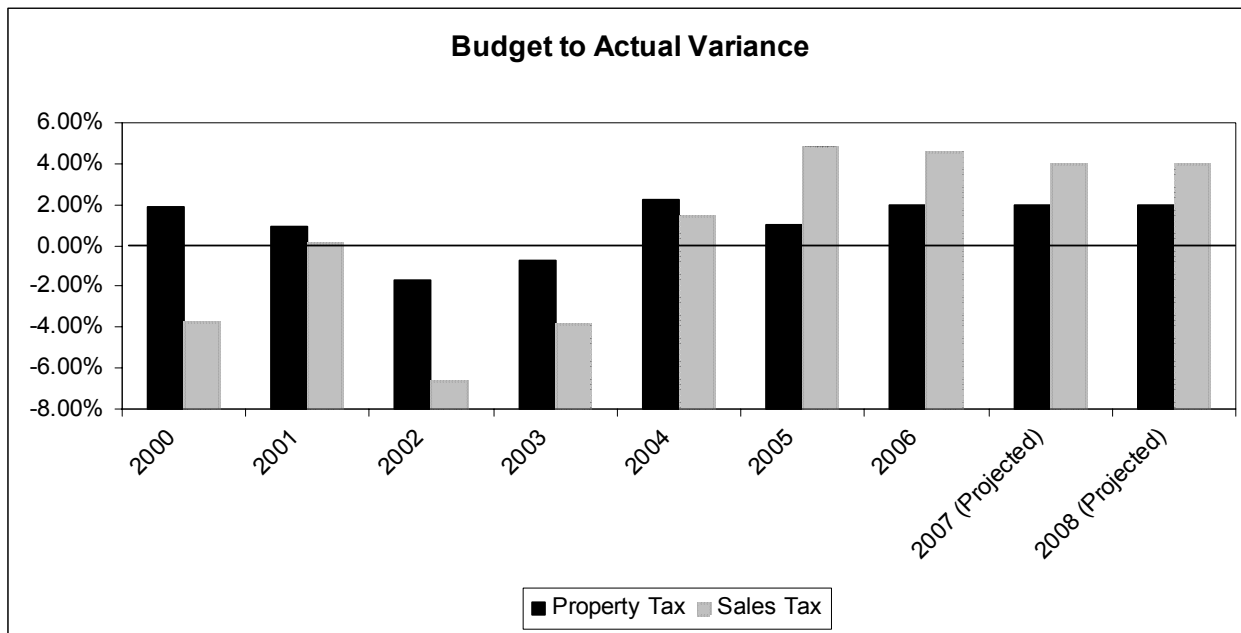
Functional Area: General Government

Funds Center: 4250134000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ Expenditures					
Personnel	\$408,586	\$462,748	\$399,292	\$494,639	\$520,063
Operating	\$25,411	\$37,886	\$29,351	\$94,728	\$40,727
<b>Total Expenditures</b>	<b>\$433,997</b>	<b>\$500,634</b>	<b>\$428,643</b>	<b>\$589,367</b>	<b>\$560,790</b>
▽ Revenues					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$433,997</b>	<b>\$500,634</b>	<b>\$428,643</b>	<b>\$589,367</b>	<b>\$560,790</b>
FTEs	6.00	6.00	6.00	6.00	6.00

## 2007-2008 PERFORMANCE MEASURES

Performance Measure: Accuracy of Property Tax & Sales Tax Revenue Projections



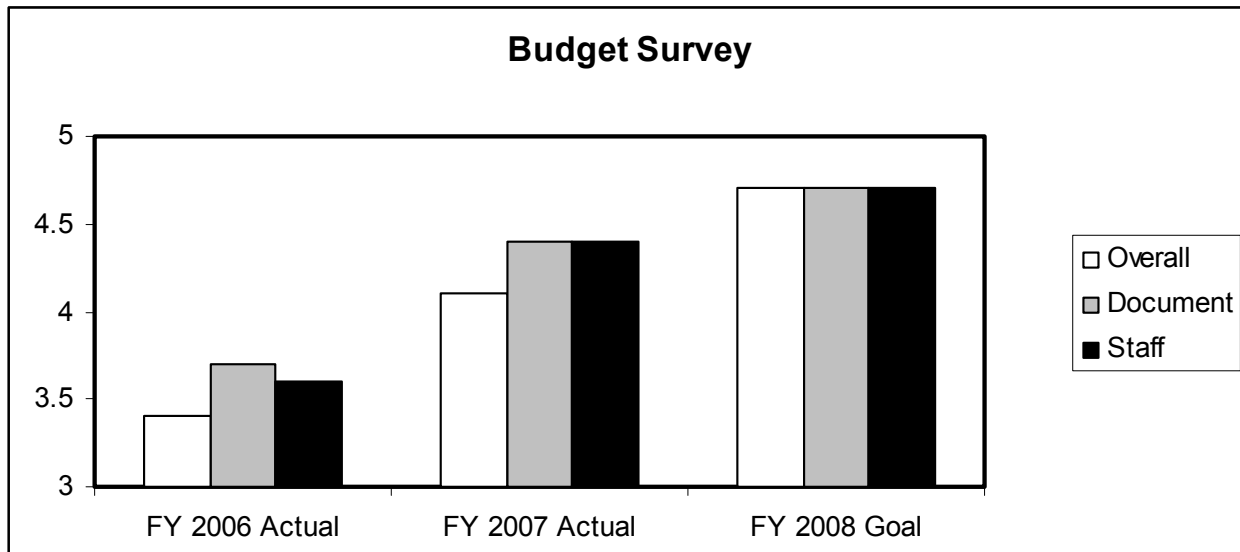
### Story Behind the Last 2 Years of Performance

- Since the downturn in 2002 where both property tax and sales tax variances from budget went downward from higher 2001 levels, we have seen an upward trend. More conservative forecasting, to account for both the sluggish economy has helped. FY2006 saw variances above budgeted levels; and we anticipate at or above budget this FY2007.
- Beginning in fiscal year 2002-2003 the Budget Director along with the Tax Administrator, Tax Assessor, Tax Collector and Finance Director have met to determine a final recommendation on property tax estimates for the upcoming year. This workgroup was directed by the Commissioners to review estimates to ensure reasonable estimates for the preparation of the upcoming year's budget. Through April of FY07, current year property taxes collected have exceeded budget.

### Strategies: What do you propose to do to improve program performance?

- Continue to monitor local and regional trends in sales tax to ensure continued accuracy in budgeting these revenues.

## Performance Measure: Gauge Customer Satisfaction through Survey



### Story Behind the Last 2 Years of Performance

- FY2004 was the first year of a new budget survey format designed to capture both qualitative and quantitative data from internal customers.
- The graph above shows actual and goal numbers based on a scale of 1 to 5, with 1 indicating low satisfaction and 5 indicating high satisfaction for twenty-four (24) rating questions grouped into three categories. Satisfaction with the budget document itself; budget staff responsiveness and the overall satisfaction with the Budget Department are reflected above.
- Recognition by the Government Finance Officers Association (GFOA) with a Distinguished Budget Presentation Award for the FY2006 document is seen as a measure of good service delivery, benchmarking ourselves against other jurisdictions.
- Timely presentation of recommended budget documents and approved documents has occurred every year.

### Strategies: What do you propose to do to improve program performance?

- Use the survey information to identify areas for improvement and address as many of these areas as possible.
- Continue to distribute a similar survey annually so that qualitative data can be compared over time.
- Encourage more surveys to be completed to increase the response rate and expand pool of qualitative suggestions and comments.
- Create an external customer survey to be placed on the main internet site.
- Timely and accurate processing of budget amendments which go before the Board of County Commissioners.
- Timely and accurate processing of budget transfers will ensure that departments have funds properly budgeted to move forward with their services.
- Continue to work with County departments to help improve our results-focused approach to budget accountability (RBA – Results Based Accountability).



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# VETERANS SERVICES

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## MISSION

The mission of the Veterans Service Office in Durham County, NC is to assist veterans, their spouses and their dependants with claims and benefits that are offered to veterans, spouses and their dependants from local, state, and federal sources.

## PROGRAM DESCRIPTION

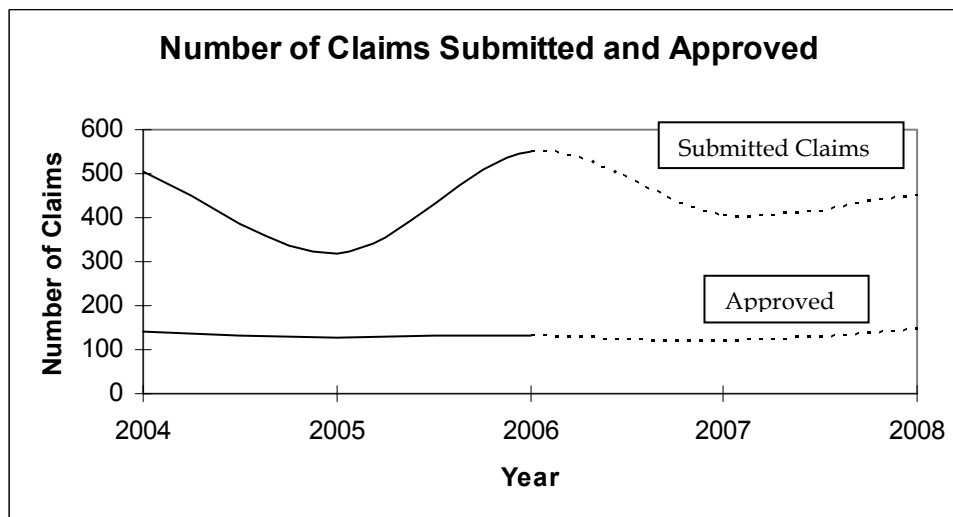
Our primary role is to give assistance at all levels to veterans, their spouses and their dependants, addressing problems with the V.A. and, occasionally, outside organizations. The Veterans Services Office counsels veterans and/or their family members on veterans' rights and benefits offered by the federal, state, and local governments.

This office assists in the preparation of forms and supporting documents necessary to file claims. The Veterans Service Officer is an accredited representative of Durham County and assumes responsibility for the conscientious development and presentation of cases in which he holds power of attorney.

By law, the Veterans Service Officer must provide true statements and evidence subject to proscribed penalties under failure to do so. Aside from the letter of the law, a representative is bound by serious ethical considerations of fair dealing between the claimant, the claimant's representative (Veterans Services Officer) and the government.

## 2007-2008 PERFORMANCE MEASURES

**Performance Measure:** Number of Claims Submitted and Approved



### Story Behind Last Two Years of Performance

- The processing of claims varies in approval times ranging from 45 days to 1.5 years and sometimes longer.
- Claims can be appealed for a higher evaluation, meaning that the claim will leave Veterans Administration Regional Office (VARO) going to the Board of Veterans Appeals in Washington D.C. or Court of Veterans Appeals (COVA) for the final determination which could take up to 4 or 5 years.
- This office has experienced an increasing amount of claims due to the War on Terrorism and the return of the National Guard and Reserves Veterans.

### Strategies: What do you propose to do to improve program performance?

- Change to an appointment system to better serve our veterans
- Office now has a permanent part-time employee
- We recently moved to a new more centralized location that is more easily accessible, provides handicap access and ample parking.

# Veterans Services

Fund: General

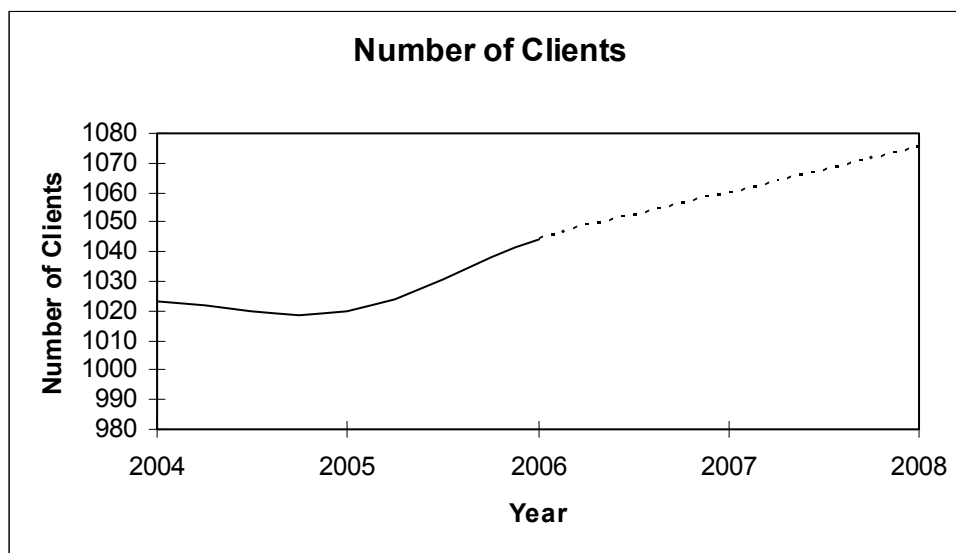
Functional Area: General Government

Funds Center: 4260160000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$49,956	\$64,976	\$53,043	\$74,968	\$74,968
Operating	\$12,885	\$13,749	\$16,756	\$3,996	\$3,995
<b>Total Expenditures</b>	<b>\$62,841</b>	<b>\$78,725</b>	<b>\$69,799</b>	<b>\$78,964</b>	<b>\$78,963</b>
▽ <i>Revenues</i>					
Intergovernmental	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
<b>Total Revenues</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
<b>Net Expenditures</b>	<b>\$60,841</b>	<b>\$76,725</b>	<b>\$67,799</b>	<b>\$76,964</b>	<b>\$76,963</b>
FTEs	1.00	1.50	1.50	1.50	1.50

- Closer to implementation of VA computer system that would have the capability to access veteran information in lieu of calling VARO.

## Performance Measure: Number of Clients Served



### Story Behind Last Two Years of Performance

- Increase community involvement, outreach and networking with other veterans' services and organization.
- Durham County and Orange County veterans have merged to start a program made up of all veterans' organizations, coming together as a united front to take on current problems veterans are experiencing in our county.

### Strategies: What do you propose to do to improve program performance?

- Since adding permanent supporting staffing, the office doesn't have to completely shut down on days when outside meetings, training or activities are scheduled. This allows opportunity for more productivity in serving our veterans.

## 2007-2008 HIGHLIGHTS

- The Veterans Services office has moved to the Public Health building.
- The part-time position is budgeted for the full year for FY2008.

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# GEOGRAPHIC INFORMATION SERVICES

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## MISSION

To provide a quality service that improves our customers' productivity and decision making process through the use of technology, efficient system configuration, network and database management, customized and acquired applications, and training.

## PROGRAM DESCRIPTION

The GIS team is responsible for coordinating and managing overall countywide GIS operation. It is also responsible for system management, database management, technical support, application development, and training. The GIS team operates under the Inter-local Cooperation Agreement which was amended in December 2005 and provides service to all City and County departments. Thirty four departments/agencies currently have the capability of accessing GIS databases. They are:

Public School	Animal Control
Board of Elections	Cooperative Extensions
County Engineering	Emergency Management
Emergency Medical Services	Fire Marshal
Forest Protection	Library
Public Health	Register of Deeds
Sheriff	Social Services
Soil and Water Conservation	The Tax Assessor's Office
Inspections	Planning
The City Attorney's Office	City Budget
City Clerk	City Finance
The City Manager's Office	Council
DATA	Emergency Communications
Environmental Resources	Facility Management
Fire Administration	The Mayor's Office
Parks & Recreation	Police
Public Works	Solid Waste Management

## 2006-2007 ACCOMPLISHMENTS

- Completed the GISmo web application installation. The new application greatly improved data accessibility from remote sites and also increased the number of GIS users.
- Published the 2006 FEMA data.
- Replaced the Spatial Data Explorer (SDX) application with a new improved web application for public access.
- Compiled and delivered 35 GIS data layers for the Downtown Master Plan Review process.
- Completed the Workflow Automation System development.

## 2007-2008 OBJECTIVES

- Maintain accessibility to the GIS databases above 99%
- Develop new GIS Web applications to improve public access to the GIS information.
- Review and modify the Data Distribution policies and fee structure.
- Develop GIS applications to assist the department of Social Services and the Public Health department.
- Continue focusing on providing training to assist users with GIS technology in day-to-day operations

# Geographical Information Services (GIS)

Fund: General

Functional Area: General Government

Funds Center: 4270130000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Operating	\$479,698	\$393,772	\$393,772	\$372,990	\$372,990
<b>Total Expenditures</b>	<b>\$479,698</b>	<b>\$393,772</b>	<b>\$393,772</b>	<b>\$372,990</b>	<b>\$372,990</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$479,698</b>	<b>\$393,772</b>	<b>\$393,772</b>	<b>\$372,990</b>	<b>\$372,990</b>
FTEs	0.00	0.00	0.00	0.00	0.00

## 2007-2008 HIGHLIGHTS

The major changes in the FY08 budget are the increase in software maintenance costs and the decrease in personal service, special contractual services, computer equipment, and computer software. The increase in software maintenance costs is mainly due to the purchase of additional GIS software licenses in FY07. The GIS usage in our organization continued to increase, and required us to increase the number of core GIS software licenses to meet the demands in FY07. Additionally, we purchased new GIS software that would enable us to develop server-based applications. With the new software, the GIS team will be focusing on server-based application development in FY08.

In FY06, we were informed by the State 911 Board that the GIS coordinator position was only 50% eligible for the use of the surcharges. In order to fund the GIS Coordinator position, we included the remaining 50% of the salary and benefits for the position in the FY07 budget. After the lengthy negotiation process, we received 100% funding approval from the State 911 Board for the position in late 2006. The decrease in personal service resulted from this change. We are currently in the selection process, and expect to fill the position by the end of March. The decrease in special contractual services is due to the completion of upgrading the Spatial Data Explorer (SDX), the most utilized GIS web application. There will be no new hardware and software purchases in FY08.

Performance Indicators	FY 06 Actual	FY 07 Budget	FY 07 Estimate	FY08 Projected
Workload Indicators				
# of GIS users (+ any users with web access can use GISmo Web application)	368	370	370+	370+
# of GIS service requests	327	n/a	370	350
Efficiency Indicators				
% of requests for products or services delivered within the periods specified in the customer service standard	99%	95%	99%	95%
Effectiveness Indicators				
% of GIS applications developed within specified time and according to requirements	100%	99.5%	100%	99.5%

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# SAP SHARED SERVICES

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## MISSION

The mission of the SAP Shared Services Department is to provide a centralized point of contact for all issues relating to SAP systems development, support, service, and planning.

In support of this mission, our goals are:

- Provide leadership in planning for the effective use of the SAP application system.
- Provide centralized management of SAP support to our users, which are efficient, responsive, courteous, and cost-effective.
- Effectively coordinate services with other application providers.
- Assist users in obtaining information about support alternatives that fall outside of those provided by this department.

## PROGRAM DESCRIPTION

### Department's Purpose:

The SAP Shared Services Department provides a single point of contact for all SAP related issues with its integrated Budget, Employee Self Service, Finance and Human Resource components. The department provides two primary types of support - Functional Services and Technology Services.

Functional Support Services focuses upon SAP technical application and systems environment issues. In-depth, technical SAP knowledge and support of business processes is provided to Durham County employees.

Technology Support Services focuses upon the establishment and maintenance of the overall SAP technical environment. This includes SAP related hardware, software applications and data sharing with other systems.

### Organization Description:

The SAP Shared Services Department consists of staff logically grouped by their specialized area of support. The technical specialties include ABAP Programming, Basis Administration, SAP Security Administration and Employee Self Service Portal Administration. The functional specialties include Financial, Payroll, Human Resources and related disciplines such as Budgeting, Funds Management and Procurement.

# SAP Shared Services

Fund: General

Functional Area: General Government

Funds Center: 4280100000

Summary	2005-2006 Actual Expenditures	2006-2007 Original Budget	2006-2007 12 Month Estimate	2007-2008 Department Requested	2007-2008 Commissioner Approved
▽ <i>Expenditures</i>					
Personnel	\$0	\$0	\$0	\$0	\$805,997
Operating	\$0	\$0	\$0	\$0	\$146,247
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$952,244</b>
▽ <i>Revenues</i>					
<b>Total Revenues</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$952,244</b>
FTEs	0.00	0.00	0.00	0.00	8.00

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